State of California
DEPARTMENT OF TRANSPORTATION

Business, Transportation and Housing Agency

M e m o r a n d u m

To: CHAIR AND COMMISSIONERS

CTC Meeting: July 19-20, 2006

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Information Item

From: CINDY McKIM
Chief Financial Officer

Prepared by: William D. Bronte
Chief
Division of Rail

Subject: **DRAFT FEDERAL FISCAL YEAR (FFY) 2006-07 BUSINESS PLAN FOR THE SAN JOAQUIN INTERCITY RAIL ROUTE**

SUMMARY:

At the California Transportation Commission's (Commission) request, the Department of Transportation (Department) is presenting this Draft Federal Fiscal Year (FFY) 2006-07 San Joaquin Business Plan (the Plan) to the Commission for review. The Plan reflects the Governor's FY 2006-07 Proposed Budget. The Plan includes Operating, Marketing, and Capital Action Plans, with key actions for FFY 2005-06 and FFY 2006-07. The Plan also includes a discussion of performance goals and achievements for the San Joaquin Route (Route). The Action Plans are attached.

BACKGROUND:

FFY 2004-05 ridership increased to 755,854, which was just above the standard of 755,500. The farebox ratio was 46.0 percent, 1.5 percent above the standard of 44.5 percent.

In the current year, FFY 2005-06, the ridership standard is projected to increase 7.9 percent to 815,000 riders, and the farebox ratio standard is projected to increase to 49.3 percent. Actual results for year-to-date FFY 2005-06 (October 2005-March 2006) have been very positive, with ridership up 10 percent. In FFY 2006-07, the ridership standard projects a 5 percent increase, and the farebox ratio standard is projected to be 52.4 percent. These performance standards indicate steady ridership growth and financial stability in FFY 2005-06 and FFY 2006-07.

Attachment

SAN JOAQUIN ROUTE ACTION PLANS

OPERATING ACTION PLAN

System Connectivity

- Expand "Free Transfer" program to additional transit operators in San Joaquin Valley cities such as Stockton and Bakersfield in 2005-06 and 2006-07.
- Inventory and replacement of Amtrak station pathfinder signs on city streets and adjacent to state highways began in 2004-05. This work will continue as an ongoing sign maintenance project.

Food Service

- On-board food tasting and surveys will continue in 2006 to improve quality and allow items offered to be based on passenger input and sales.

On-time Performance (OTP)

- Reach OTP goal of 75 percent in both 2005-06 and 2006-07 as a result of completion of key capital projects and working with the BNSF Railway, Union Pacific Railroad, and Amtrak to identify and implement measures to enhance schedule reliability.
- Complete construction of the 8.5 mile double track segment between Calwa to Bowles in summer 2007 to improve overall reliability and OTP.

Amtrak Bus Operations

- Conduct twice-yearly route and segment bus evaluations to determine cost recovery. As warranted, add, cut, or discontinue routes, or undertake special promotions or targeted marketing.

MARKETING ACTION PLAN

Advertising and Public Relations

- Conduct fall, winter, and spring promotions in 2005-06 and 2006-07 using a variety of media, as appropriate to the promotional themes, to assist in the goal of achieving or exceeding projected ridership gains of 7.9 percent in 2005-06 and 5.0 percent 2006-07.
- Implement advertising partnerships in 2005-06 and 2006-07 with local organizations such as the Lodi Convention and Visitors Bureau, Castle Air Museum near Merced, the City of Stockton Chamber of Commerce, and similar venues.
- Conduct groundbreaking ceremonies for the Madera station in 2006-07.

Community Outreach

- Continue multimedia presentations to service clubs and other interested parties in 2005-06 and 2006-07.

Group Travel Program

- Continue promotion of "Kids 'N Trains" Program, and conduct a survey of program users in 2006-07 to evaluate program structure and identify program refinements.
- Develop a multimedia outreach presentation to promote the Senior Travel Program in 2005-06. Evaluate the Program at the end of 2005-06 to determine plans for 2006-07.
- Expand the college student travel discount program in the fall of 2006.

CAPITAL ACTION PLAN

Track and Signal Projects

- Complete Phase I work on 17.6 miles of double track from Port Chicago to Oakley. Installation of Centralized Traffic Control (CTC) and siding construction are planned for completion in summer 2007.
- Complete construction of the 8.5 mile double track segment between Calwa to Bowles in summer of 2007.

Station Projects

- Continue development of the new Stockton and Madera stations in 2005-06 and 2006-07.

Equipment

- Continue work to overhaul the original California Cars used on the *San Joaquin* Route.
- Contract for replacement of outdated destination sign system on California Car fleet with state-of-the-art audio and visual passenger information system with completion in 2007-08.

DRAFT

SAN JOAQUIN ROUTE FFY 2006-07 BUSINESS PLAN

State of California Department of Transportation

June 2006

Caltrans

ARNOLD SCHWARZENEGGER, Governor

SUNNE WRIGHT McPEAK, Secretary
Business, Transportation and Housing Agency

WILL KEMPTON, Director
Department of Transportation

TABLE OF CONTENTS

EXECUTIVE SUMMARY 1
CHAPTER I - INTRODUCTION 5
Department's Vision and Goals for Intercity Passenger Rail 5
The Business Structure of the *San Joaquin*s 6
Business Outlook 7
CHAPTER II - PERFORMANCE STANDARDS AND RESULTS 15
Performance Standard Categories 15
Basis for Achievement of Performance Standards 15
Performance Standard Analysis 16
Comparison of FFY 2004-2005 Performance Standards and FFY 2004-2005 Actual Results 17
FFY 2005-06 Performance Standards 17
FFY 2006-07 Performance Standards 18
Historical Performance Prior to FFY 2004-05 18
CHAPTER III - OPERATING AND MARKETING PLANS 25
Operations 25
Route Description 25
Service Levels 26
Intercity Passenger Rail System Connectivity 26
Passenger Information 28
Food Service 29
Amtrak Bus Operations 31
Bus Summary 31
Marketing 36
Marketing Funding 36
Advertising and Public Relations 37
Community Outreach 39
Group Travel Program 39
Rail Safety 40
Market Research 41
CHAPTER IV - CAPITAL PLAN 43
Capital Plan Goals 43
Capital Plan Summary 44
Track and Signal Projects 48
Station Projects 50
Oakland Maintenance Facility 53
Equipment 54

TABLE OF CONTENTS
(continued)

APPENDIX - *SAN JOAQUIN* RAIL STATIONS AND CONNECTING SERVICES 57
San Joaquin Rail Stations 57
Commuter and Urban Rail Transportation Services that Connect to the *San Joaquins* 61
Bus Connections 61
Commuter and Urban Rail Connections 61
Other Amtrak Services that Connect to the *San Joaquins* 62

TABLE OF FIGURES

Figure 1.1 - San Joaquin Route Map 10
Figure 1.2 - State-Supported Intercity Rail and Feeder Bus Route Map 11
Figure 1.3a - San Joaquin Route Schedule - Northbound 12
Figure 1.3b - San Joaquin Route Schedule – Southbound 13
Figure 2.1 – San Joaquin Route Performance Standards 21
Figure 2.2 – San Joaquin Route Annual Operating Performance 22
Figure 2.3 – San Joaquin Route Financial Trends – SFY 1979-80 through 2004-05 23
Figure 4.1- Summary of Capital Projects 45
Figure 4.2 – Detail of Capital Projects – Underway 46
Figure 4.3 – Detail of Capital Projects – Programmed 48

EXECUTIVE SUMMARY

CHAPTER I – INTRODUCTION

The vision of the California Department of Transportation (Department) for its intercity passenger rail program includes the following elements:

- Provide relief to highway and airway congestion.
- Provide a rail transportation alternative to other travel modes.
- Improve air quality, conserve fuel, and contribute to efficient and environmentally superior land use.

The Department is in the business of administering intercity passenger rail service. The State began financial support of the *San Joaquin* Route in 1979. The State and Amtrak share responsibilities for operating train service; Amtrak operates the trains and the State provides funding and oversight. The Route presently extends 314 miles between Oakland and Bakersfield with 13 intermediate stops, and 282 miles between Sacramento and Bakersfield with 11 stops. The Route is now the fourth busiest in the Amtrak national system outside of the Northeast Corridor. Since 1974, the Department and other agencies have committed over $751.5 million to station, track and signal, and equipment projects, and maintenance facilities on the Route, including both completed and programmed projects.

Federal Fiscal Year (FFY) 2004-05 was a good year for the *San Joaquins*. Ridership of 755,854 increased 2.3 percent from 2003-04. Financial indicators for FFY 2004-05 were solid. Farebox return was 46.0 percent, 1.5 percent above 2003-04. Actual state cost remained very close to FFY 2003-04, due to control of expenses and increased revenue due to price adjustments.

The Route is poised for very positive ridership and financial results in the near-term. After many years of escalating costs, Amtrak has stabilized both the cost basis and actual costs. The current service level of six round trips offers many trip options for both business and leisure travelers.

CHAPTER II – PERFORMANCE STANDARDS AND RESULTS

This Business Plan includes performance standards for the current and budget year. The performance standards measure usage, cost efficiency and service quality. The performance standards are based on the short-range Operating, Marketing and Capital Action Plans laid out in the Business Plan.

In this *San Joaquin* Route Business Plan, a strong ridership increase in 2005-06 is projected at 7.9 percent, with 815,000 riders, and 2006-07 ridership is projected to increase 5 percent to 856,000 riders. Revenue is projected to increase by 17.5 percent in 2005-06 and 15.0 percent in 2006-07. The resulting farebox ratio performance standard is 49.3 percent in 2005-06, and then up to 52.4 percent in 2006-07. The on-time performance (OTP) standard is 75 percent in both 2005-06 and 2006-07.

CHAPTER III - OPERATING AND MARKETING PLAN

This chapter includes a discussion of the operating and marketing program (summarized in the Operating and Marketing Action Plans below) designed to achieve the performance standards discussed above.

OPERATING ACTION PLAN

System Connectivity

- Expand "Free Transfer" program to additional transit operators in San Joaquin Valley cities such as Stockton and Bakersfield in 2005-06 and 2006-07.
- Inventory and replacement of Amtrak station pathfinder signs on city streets and adjacent to state highways began in 2004-05. This work will continue as an ongoing sign maintenance project.

Food Service

- On-board food tasting and surveys will continue in 2006 to improve quality and allow items offered to be based on passenger input and sales.

On-time Performance

- Reach OTP goal of 75 percent in both 2005-06 and 2006-07 as a result of completion of key capital projects and working with the BNSF Railway, Union Pacific Railroad, and Amtrak to identify and implement measures to enhance schedule reliability.
- Complete construction of the 8.5 mile double track segment between Calwa to Bowles in summer 2007 to improve overall reliability and OTP.

Amtrak Bus Operations

- Conduct twice-yearly route and segment bus evaluations to determine cost recovery. As warranted, add, cut, or discontinue routes, or undertake special promotions or targeted marketing.

MARKETING ACTION PLAN

Advertising and Public Relations

- Conduct fall, winter, and spring promotions in 2005-06 and 2006-07 using a variety of media, as appropriate to the promotional themes, to assist in the goal of achieving or exceeding projected ridership gains of 7.9 percent in 2005-06 and 5.0 percent 2006-07.
- Implement advertising partnerships in 2005-06 and 2006-07 with local organizations such as the Lodi Convention and Visitors Bureau, Castle Air Museum near Merced, the City of Stockton Chamber of Commerce, and similar venues.
- Conduct groundbreaking ceremonies for the Madera station in 2006-07.

Community Outreach

- Continue multimedia presentations to service clubs and other interested parties in 2005-06 and 2006-07.

Group Travel Program

- Continue promotion of "Kids 'N Trains" Program, and conduct a survey of program users in 2006-07 to evaluate program structure and identify program refinements.
- Develop a multimedia outreach presentation to promote the Senior Travel Program in 2005-06. Evaluate the Program in the end of 2005-06 to determine plans for 2006-07.
- Expand the college student travel discount program in the fall of 2006.

CHAPTER IV – CAPITAL PLAN

This chapter includes a discussion of the capital program (summarized in the Capital Action Plan below) designed to reach the performance standards discussed above.

CAPITAL ACTION PLAN

Track and Signal Projects

- Complete Phase I work on 17.6 miles of double track from Port Chicago to Oakley. Installation of Centralized Traffic Control (CTC), and siding construction are planned for completion in summer 2007.
- Complete construction of the 8.5 mile double track segment between Calwa to Bowles in summer of 2007.

Station Projects

- Continue development of the new Stockton and Madera stations in 2005-06 and 2006-07.

Equipment

- Continue work to overhaul the original California Cars used on the *San Joaquin* Route.
- Contract for replacement of outdated destination sign system on California Car fleet with state-of-the-art audio and visual passenger information system with completion in 2007-08.

APPENDIX - *SAN JOAQUIN* RAIL STATIONS AND CONNECTING SERVICES

This Appendix contains information on:

- *San Joaquin* rail stations and transportation connections to the stations.
- Commuter and urban rail transportation services that connect to the *San Joaquins*.
- Amtrak services that connect to the *San Joaquins*.

CHAPTER I
INTRODUCTION

This *San Joaquin* Route Business Plan (Plan) is for Federal Fiscal Year (FFY) 2006-07 (October 2006 – September 2007). It was prepared by the Department of Transportation's (Department) Division of Rail (Division). The Plan is supplemented by the *California State Rail Plan 2005-06 to 2015-2016* dated December 2005, that includes both a passenger and a freight element, and presents a longer-range ten-year plan for State-supported rail passenger services in California. The State Rail Plan provides both long-range capital and operating plans for the route. To supplement the Business Plan, an **Appendix** provides a geographical listing and description of the rail stations on the *San Joaquin* Route and other rail services that connect to the *San Joaquins*.

DEPARTMENT'S VISION AND GOALS FOR INTERCITY PASSENGER RAIL

The Department's Intercity Rail Program Vision guides this 2006-07 *San Joaquin* Route Business Plan. To achieve the vision for intercity rail in California, service must be frequent and reliable, and available for trips to major intercity destinations with travel times competitive with the auto. Capital projects to increase capacity will allow frequencies to be added. Projects to improve on-time performance (OTP), increase reliability and reduce running time, will attract riders and provide an efficient and cost-effective service. (The Department's vision for intercity rail passenger service is discussed in more detail in Chapter I of the *California State Rail Plan 2005-06 to 2015-16.)* The vision includes the following elements:

- Provide relief to highway and airway congestion.
- Provide a rail transportation alternative to other travel modes.
- Improve air quality, conserve fuel, and contribute to efficient and environmentally superior land use.

The Department has five strategic goals to implement its mission: safety, mobility, delivery, flexibility, and stewardship. These goals relate to intercity passenger rail as follows:

- **SAFETY – Provide the safest transportation system in the nation for users and workers.**

  The Division of Rail strives for an excellent safety record on its intercity passenger rail services. All capital and equipment projects and operational initiatives have a strong safety component. The Operation Lifesaver rail safety campaign's goal is improved safety at rail

crossings. The Division also administers the Federal Section 130 Crossing Improvement Program and the Section 190 State Grade Separation Program to improve and construct rail/vehicle crossings for increased safety.

- **MOBILITY – Optimize transportation system throughput and provide dependable travel times.**

  The Division strives to enhance throughput in two ways: first, capital projects and service improvements make the intercity passenger rail system more efficient; and second, intercity passenger rail travel improves the efficiency of the highway system by reducing highway travel. The Rail Program has OTP goals for its intercity passenger rail routes most capital projects and many operating initiatives are focused on improving OTP.

- **DELIVERY – Improve delivery of projects and services.**

  The Division delivers excellent performance in its capital program. The State's intercity rail capital program is by far the largest of any state-funded program in the nation. The Division works with railroads and local communities to accelerate project delivery through use of standardized plans and streamlined environmental clearances when appropriated.

- **FLEXIBILITY – Provide mobility choices through strategic partnerships.**

  The Division focuses on the goal of flexibility, by developing the intercity passenger rail travel option as one of several mass transit options available to the traveling public and improving intercity rail connectivity to other transportation options.

- **STEWARDSHIP – Preserve and enhance California's resources and investments.**

  The Division preserves California's investment in State-owned rail cars and locomotives. California has the largest fleet of State-owned rail equipment in the country.

THE BUSINESS STRUCTURE OF THE *SAN JOAQUIN*S

The Department works to implement the vision set forth above in administering *San Joaquin* service. The State and Amtrak share responsibilities for operating train service. Amtrak operates the trains, and the Department is responsible for the oversight of the *San Joaquin* service through its operating contract with Amtrak. The Department coordinates functions such as marketing, scheduling, and on-board services with Amtrak. The State owns all *San Joaquin* rail equipment, while Amtrak maintains it.

Since the beginning of State support in 1979, the State and Amtrak have shared operating costs. The State's portion has steadily increased over time as Amtrak has worked to become more self-sufficient. In FFY 2003-04 Amtrak started charging states based on "full recovery of costs." This means that the state is responsible to pay all variable costs, while Amtrak continues to cover fixed costs.

The San Joaquin Valley Rail Committee (SJVRC) is informed of all significant matters affecting the *San Joaquins*. It provides valuable input to the Department on all aspects of the service. Section 14074.8 of the Government Code provides that the Committee may confer with the Secretary of the Business, Transportation and Housing Agency on issues relating to intercity passenger rail service for the *San Joaquin* Route. SJVRC members represent each county served by the *San Joaquin* trains, as well as two counties that have bus connections. Amtrak, BNSF Railway (BNSF), the Department, the Public Utilities Commission, the Metropolitan Transportation Commission, Southern California Association of Governments, and Union Pacific Railroad (UP), may send representatives as Agency Associate Members. In addition, staff from member counties, Amtrak, BNSF Railway, UP, and the Department comprises the SJVRC Technical Advisory Committee.

In 2004-05, over 60 percent of *San Joaquin* passengers used a connecting bus at either the beginning or end of their trip, making the feeder bus system an essential part of the *San Joaquin* Route. The feeder bus system has been significantly expanded over the years so that the *San Joaquins* currently offer service to points as far north as Eureka/McKinleyville and as far south as Palm Springs/Indio and San Diego.

Ridership on the route has continued to grow, and the *San Joaquin* Route is now the fourth busiest route in the Amtrak national system outside of the Northeast Corridor. Ridership in FFY 2004-05 was over 755,000. Since 1974, the Department and other agencies have committed over $751.5 million for station, track, signal, and equipment projects, as well as maintenance facilities on the Route, including both completed and programmed projects.

Figure 1.1 is a map of the *San Joaquin* Route and **Figure 1.2** is a map of all California State-supported intercity rail and feeder bus routes. **Figures 1.3a** and **1.3b** shows the current *San Joaquin* Route train schedule.

BUSINESS OUTLOOK

On the operations side, FFY 2004-05 was a good year for the *San Joaquins*, as ridership increased 2.3 percent to 755,854. The Route remains the fourth busiest in the Amtrak system outside of the Northeast Corridor.

Financial performance for FFY 2004-05 was solid. Farebox return was 46.0 percent, 1.5 percent above 2003-04. Actual state cost remained very close to

FFY 2003-04, due to continued control of expenses and increased revenue due to price adjustments.

The Route is poised for very positive ridership and financial results in the near-term. After many years of escalating costs, Amtrak has stabilized both the cost basis and actual costs. Ridership year-to-date (October 2005 through April 2006) was up 11 percent over the prior year, and record ridership was achieved in every month except March and April. The current service level of six round trips offers many trip options for both business and leisure travelers. Amtrak and the Department working together continue to refine service options and marketing for the Route.

However, operations costs will most likely increase in the future. After holding operations costs stable for five years (2002-03 through 2006-07), Amtrak is anticipating general inflation of costs by three percent in 2007-08, with fuel costs increasing by 15 percent, and labor costs increasing by five percent. While planned ticket price increases and ridership should offset some of these costs, it is likely that State operations costs will increase in 2007-08.

On the capital side, the Route is also on stable ground in the short run. Since 2000, the Department completed important capital projects. These projects include: renovation of the historic Fresno station, a new Bakersfield station; the Mococo Line Project from Martinez to Port Chicago with seven miles of new rail and Centralized Traffic Control (CTC); Sacramento to Stockton SP line improvements which allowed service to be initiated from Stockton to Sacramento, as well as other track projects that allowed increased speeds. In November 2004, the new Oakland Equipment Maintenance Facility was completed. Finally, in spring 2006, double track between Shirley and Hanford was completed. This allowed the reduction of five minutes from four trains in the spring 2006 schedule.

For 2005-06 and 2006-07, the Department has funds available to be able to complete a number of important capital projects, including construction of a double track segment (Calwa-Bowles) and new CTC between Port Chicago and Oakley and a siding at Pittsburg. The track and signal projects will improve reliability, OTP, and reduce running times.

The availability of significant new capital funding for the Route in the long term is uncertain. In FFY 2005-06, Traffic Congestion Relief Program (TCRP) funding was again made available. The TCRP program includes $22 million for *San Joaquin* Route track and signal projects. The 2006 State Transportation Improvement Program (STIP) includes several *San Joaquin* projects forwarded from the 2004 STIP, as well as two new projects: capitalized track and signal maintenance and the Stockton Northwest Quadrant track connection.

In the long term, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, subject to voter approval in November 2006, implements the Governor's Strategic Growth Plan, and includes funds for rail projects. Also, Amtrak, many members of Congress, and states with state-supported intercity passenger rail programs, support a Federal/State matching grant program for rail capital projects, but legislation has not yet been passed.

Figure 1.1 - San Joaquin Route Map

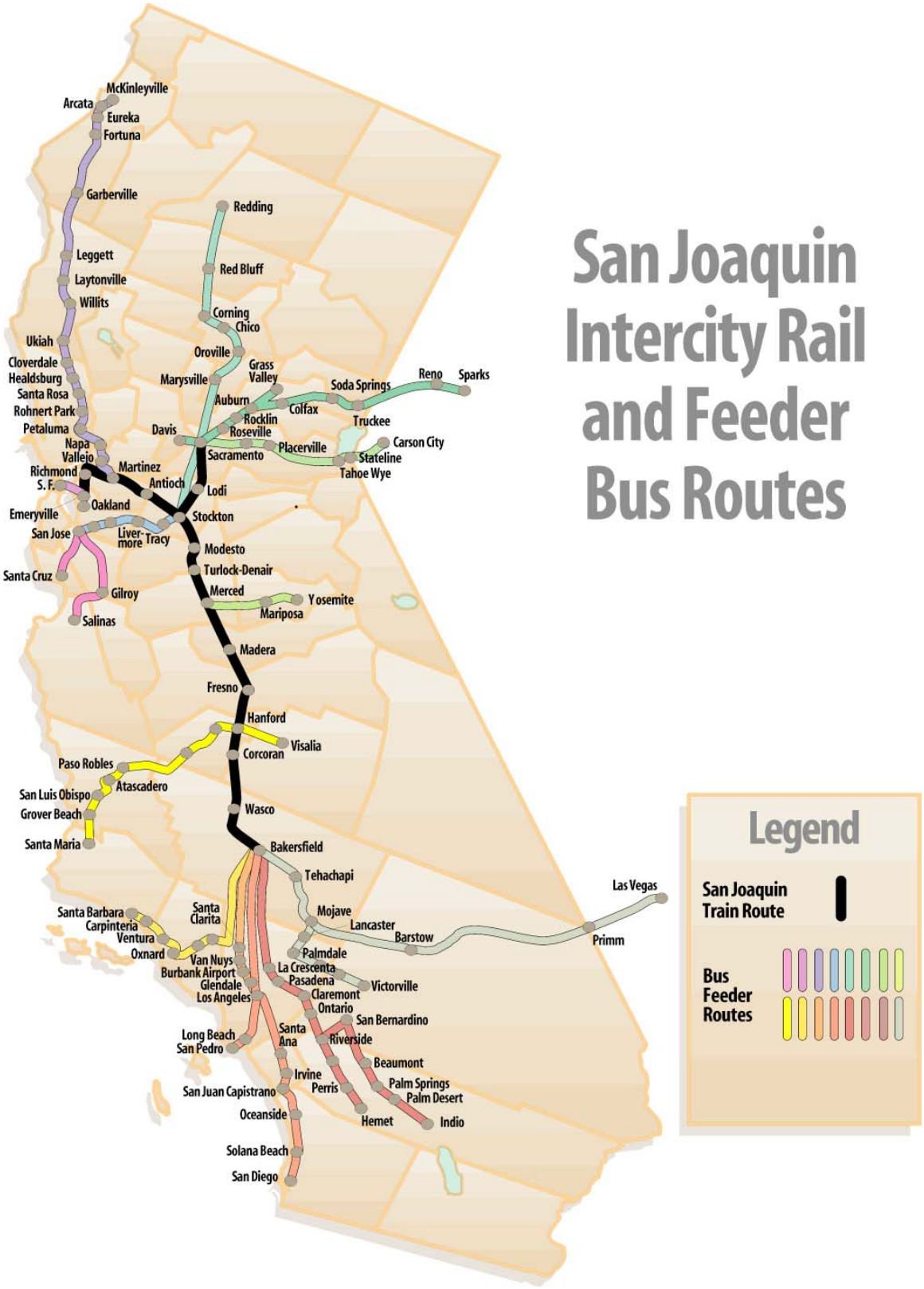


Figure 1.2 - State-Supported Intercity Rail and Feeder Bus Route Map

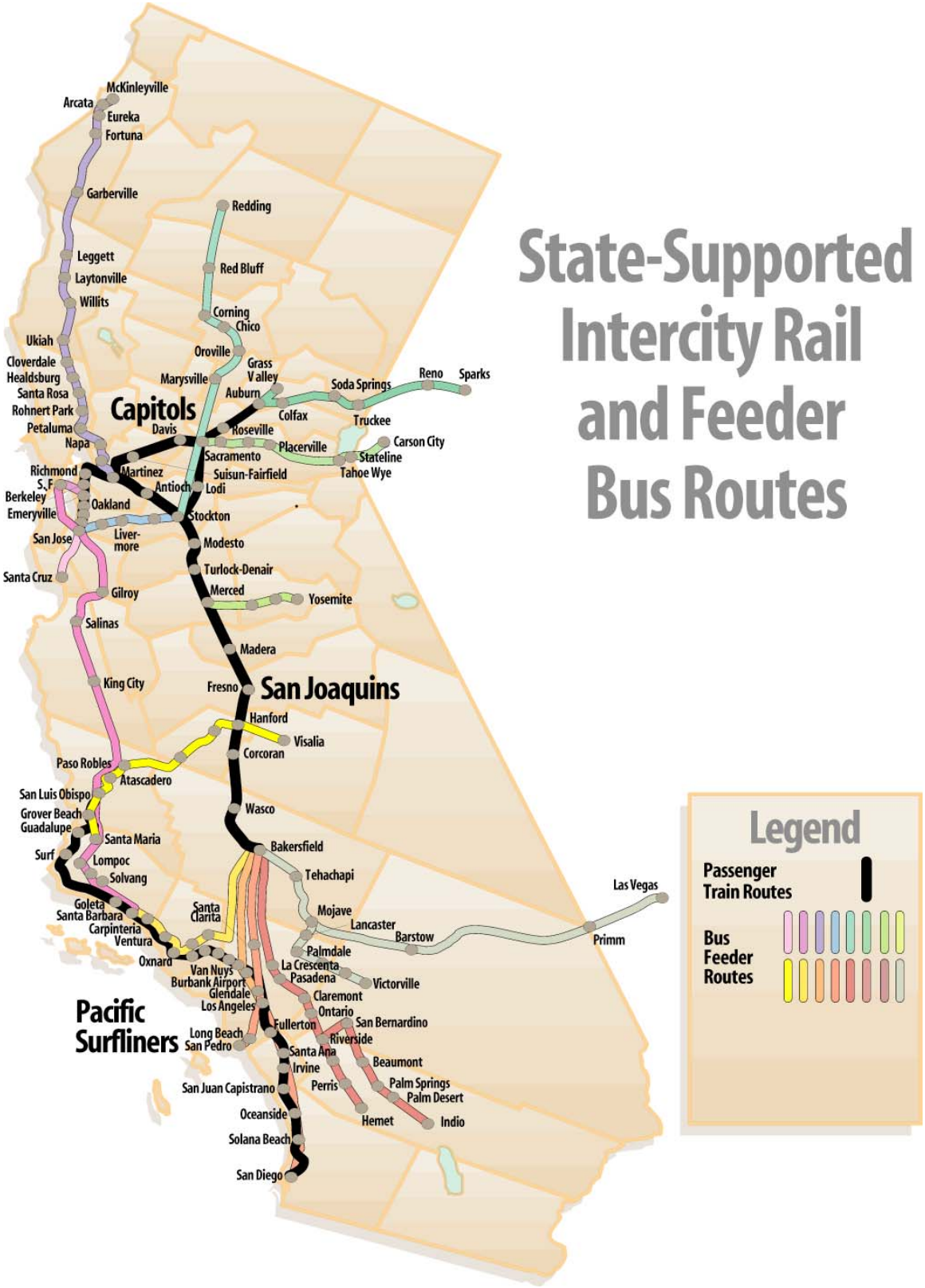


Figure 1.3a - San Joaquin Route Schedule - Northbound

San Joaquin Route -- BAKERSFIELD - FRESNO - STOCKTON - SACRAMENTO - EMERYVILLE - OAKLAND

Northbound--Read Down

Final Effective April 24, 2006		5811 ® Bus Daily		5701 ® Bus Daily		5813 ® Bus Daily		565 Train Daily		769 Train Daily		775 Train Daily	
San Diego Connections		PM						AM		AM		Noon	
SAN DIEGO	Lv	10:00						7:05		9:30		12:00	
LOS ANGELES	Ar	1:15						9:50		12:15		2:40	
								AM		PM		PM	
				5701 ® Bus Daily		5813 ® Bus Daily		5815 ® Bus Daily		5817 ® Bus Daily		5803 ® Bus Daily	
Route 1 Bus Connection				AM		AM		AM		PM		PM	
LOS ANGELES	Lv	1:25		4:10		7:45		10:45		1:15		3:10	
BAKERSFIELD	Ar	4:40		7:00		10:00		1:05		3:30		5:55	
		AM		AM		AM		PM		PM		PM	
		711 ® San Joaquin Daily		701 ® San Joaquin Daily		713 ® San Joaquin Daily		715 ® San Joaquin Daily		717 ® San Joaquin Daily		703 ® San Joaquin Daily	
		AM		AM		AM		PM		PM		PM	
BAKERSFIELD (1,9,10,12,19)	Lv	4:55		7:15		10:15		1:20		3:45		6:10	
Wasco		5:22		7:42		10:42		1:47		4:12		6:37	
Corcoran		5:54		8:14		11:18		2:23		4:48		7:12	
HANFORD (18)		6:12		8:32		11:36		2:41		5:06		7:30	
FRESNO	Ar	6:46		9:06		12:16		3:16		5:46		8:04	
FRESNO	Lv	6:50		9:10		12:20		3:20		5:50		8:08	
Madera		7:11		9:34		12:41		3:41		6:11		8:29	
MERCED (15,37)		7:45		10:08		1:20		4:19		6:49		9:05	
Turlock/Denair		8:06		10:34		1:42		4:41		7:12		9:27	
MODESTO (24)		8:23		10:49		1:57		4:56		7:27		9:45	
STOCKTON (3,6,34)	Ar	8:54				2:26		5:26		8:01			
			3711 ® Bus Daily		4401 ® Bus Daily		3813 ® Bus Daily		3715 ® Bus Daily		3717 ® Bus Daily		4403 ® Bus Daily
Sacramento Train Service and Route 3 Bus Connection			AM		AM		PM		PM		PM		PM
STOCKTON	Lv		9:00		AM		2:35		5:30		8:05		PM
Stockton-ACE Station (34)	Ar		E 9:05	11:20 →	11:25		F 2:50		A 5:35		G 8:10	10:15 →	10:20
Lodi (3)	Ar		E 9:15	11:34			F 3:10		A 5:45		G 8:30	10:29	
Elk Grove-*Harbor Pt & Renwick*	Ar		D 9:25				D 3:00		D 5:55		D 8:30		
SACRAMENTO (CC,3,20,23)	Ar		9:50	12:30			3:25		6:20		8:55	11:25	
			AM	PM			PM		PM		PM	PM	
STOCKTON (3,6,34)	Lv	8:58			11:30	2:30		5:30		8:05			D10:25
Antioch		9:33				3:05		6:01		8:36			
MARTINEZ (CC,7)	Ar	9:57				3:28		6:22		8:55			
MARTINEZ (CC,7)	Lv	10:00				3:31		6:25		8:58			
Richmond (CC)		10:25				3:56		6:50		9:24			
EMERYVILLE (CC,34,99)	Ar	10:43				4:13		7:13		9:48			
EMERYVILLE (CC,34,99)	Lv	10:45				4:15		7:15		9:50			
OAKLAND (CC,21,34,36,99)	Ar	10:55			D 1:00	4:25		7:25		10:00			D11:45
		AM	6611 ® Bus Daily			PM	6613 ® Bus Daily	PM	6615 ® Bus Daily	PM	6617 ® Bus Daily		
Route 99 & 34 Bus Connections			AM				PM		PM		PM		
EMERYVILLE	Lv		10:47				4:17		7:17		9:52		D11:59
SAN FRANCISCO-Ferry Bldg.	Ar		11:20		1:20		4:55		7:45		10:15		12:30
			AM		PM		PM		PM		PM		AM

Notes: AFR: 39

See Page 5 for general notes.

AM - Light Face Type, PM - Bold Type.

A - Stockton ACE and Lodi connection via Bus 3815 instead of 3715.

E - Stockton ACE and Lodi connections via Bus 3811 instead of 3711.

F - Stockton ACE and Lodi connections via Bus 3833 instead of 3813.

G - Stockton ACE and Lodi connections via Bus 3837 instead of 3717.

® - Reservations required.

3/28/2006 SMM/DOR

Figure 1.3b - San Joaquin Route Schedule – Southbound

San Joaquin Route -- OAKLAND - EMERYVILLE - SACRAMENTO - STOCKTON - FRESNO - BAKERSFIELD

Southbound-Read Down

Final Effective April 24, 2006		4402 ® Bus Daily		6612 ® Bus Daily		6614 ® Bus Daily			6616 ® Bus Daily		4404 ® Bus Daily		6618 ® Bus Daily	
Route 99 & 34 Bus Connections		AM		AM	712 ® San Joaquin Daily	AM	714 ® San Joaquin Daily		PM	716 ® San Joaquin Daily	AM		PM	718 ® San Joaquin Daily
SAN FRANCISCO-Ferry Bldg.	Lv	5:00		7:05		9:35			12:35		2:15		5:15	
EMERYVILLE	Ar	|		7:30		10:05			1:05		|		5:45	
		|		AM	AM	AM	AM		PM	PM	|		PM	PM
OAKLAND (CC,21,34,36,99)	Lv	5:25		→	7:30	→	10:05		→	1:05	2:45		→	5:50
EMERYVILLE (CC,34,99)	Ar	|			7:38		10:13			1:13	|			5:58
EMERYVILLE (CC,34,99)	Lv	|			7:40		10:15			1:15	|			6:00
Richmond (CC)		|			7:50		10:25			1:25	|			6:10
MARTINEZ (CC,7)	Ar	|			8:20		10:55			1:55	|			6:40
MARTINEZ (CC,7)	Lv	|			8:23		10:58			1:58	|			6:43
Antioch		|			8:42		11:17			2:17	|			7:02
STOCKTON (3,6,34)	Ar	7:10			9:16		11:48			2:52	5:00			7:33
		|	702 ® San Joaquin Daily	3812 ® Bus Daily	|	3714 ® Bus Daily	|	3716 ® Bus Daily	|	|	704 ® San Joaquin Daily	3718 ® Bus Daily	|
Sacramento Train Service and Route 3 Bus Connection		|	AM	AM	|	AM	|	PM	|	|	PM	PM	|
SACRAMENTO (CC,3,20,23)	Lv	|	6:35	8:00	|	10:25	|	1:45	|	|	c 4:25	6:25	|
Elk Grove-*Harbor Pt & Renwick*	Lv	|	|	B 8:20	|	|	|	2:10	|	|	|	6:50	|
Lodi (3)	Lv	|	7:15	A 8:25	|	11:05	|	E 1:55	|	|	5:05	|	|
Stockton-ACE Station (34)	Lv	7:15	→ 7:30	|	|	|	|	|	|	5:05	→ 5:20	|	|
STOCKTON	Ar	AM	|	8:50	|	11:35	|	2:40	|	PM	|	7:20	|
		|	|	AM	|	AM	|	PM	|	|	PM	|
STOCKTON (3,6,34)	Lv	|	|	→	9:20	→	11:52	→	2:56	|	|	→	7:37
MODESTO (24)		|	8:04	|	9:49	|	12:21	|	3:25	|	5:54	|	8:10
Turlock/Denair		|	8:23	|	10:03	|	12:35	|	3:38	|	6:07	|	8:24
MERCED (15,37)		|	8:46	|	10:31	|	12:59	|	4:03	|	6:31	|	8:47
Madera		|	9:17	|	11:02	|	1:36	|	4:39	|	7:07	|	9:23
FRESNO	Ar	|	9:46	|	11:31	|	2:06	|	5:06	|	7:36	|	9:51
FRESNO	Lv	|	9:50	|	11:35	|	2:10	|	5:10	|	7:40	|	9:55
HANFORD (18)		|	10:23	|	12:11	|	2:44	|	5:46	|	8:14	|	10:28
Corcoran		|	10:39	|	12:27	|	3:00	|	6:02	|	8:30	|	10:44
Wasco		|	11:15	|	12:55	|	3:33	|	6:33	|	9:01	|	11:15
BAKERSFIELD (1,9,10,12,19)	Ar	|	11:58	|	1:46	|	4:11	|	7:21	|	9:38	|	11:56
		|	AM	|	PM	|	PM	|	PM	|	PM	|	PM
		|	5802 ® Bus Daily	|	5812 ® Bus Daily	|	5814 ® Bus Daily	|	5816 ® Bus Daily	|	5804 ® Bus Daily	|	5818 ® Bus Daily
Route 1 Bus Connection		|	PM	|	PM	|	PM	|	PM	|	PM	|	PM
BAKERSFIELD	Lv	|	12:05	|	1:55	|	4:20	|	7:30	|	9:45	|	11:59
LOS ANGELES	Ar	|	2:25	|	4:15	|	6:40	|	9:50	|	12:30	|	2:45
		|	PM	|	PM	|	PM	|	PM	|	AM	|	|
		580 Train SSH	582 Train Daily	|	784 Train Daily	|	590 Train FSSH	792 Train Daily	|	596 Train Daily	|	|	|	|
San Diego Connections		PM	PM	|	PM	|	PM	PM	|	PM	|	|	|	|
LOS ANGELES	Lv	3:00	4:05	|	5:10	|	7:00	8:00	|	10:10	|	|	|	2:50
SAN DIEGO	Ar	5:45	6:55	|	7:50	|	9:40	10:45	|	12:50	|	|	|	5:35
		PM	PM	|	PM	|	PM	PM	|	AM	|	|	|	AM

Notes:

See Page 5 for general notes.

AM - Light Face Type, PM - Bold Type.

A - Via Bus 3832 from Lodi to Stockton

B - Via Bus 3812 from Elk Grove to Stockton.

E - Via Bus 3716 form Lodi to Stockton.

® - Reservations required.

3/28/2006 SMM/DOR

AFR: 39

CHAPTER II
PERFORMANCE STANDARDS AND RESULTS

PERFORMANCE STANDARD CATEGORIES

The *San Joaquin* Route performance standards are included in **Figure 2.1**. The standards are categorized by usage, cost efficiency, and service quality.

- **Usage** is measured by ridership, the percent change in train passenger miles and train miles, and passenger miles per train mile.
- **Cost Efficiency** is measured by farebox ratio (operating revenues divided by operating costs), the percent change in total revenues and expenses, train revenue per train mile and train revenue per passenger mile (yield), train expenses per train mile, and train-only State costs per train mile and per passenger mile.
- **Service Quality** is measured by OTP and percent of available State-owned California equipment in service.

BASIS FOR ACHIEVEMENT OF PERFORMANCE STANDARDS

The performance standards for 2006-07 are based on the short-range Operating, Marketing, and Capital Action Plans laid out in Chapters III and IV of the Business Plan. The intercity rail passenger service vision (discussed in Chapter I) serves as the basis for the Operating, Marketing, and Capital Action Plans. Then the anticipated results of the Action Plans are analyzed to determine achievable standards for 2006-07.

In this *San Joaquin* Route Business Plan, a strong ridership increase in 2005-06 is projected at 7.9 percent and in 2006-07 ridership is projected to increase 5 percent. Revenue is projected to increase by 17.5 percent in 2005-06 and 15.0 percent in 2006-07. Expenses are projected to increase at a slower rate than revenues. The result is projected to be an increase in farebox ratio from 49.3 percent in 2005-06 to 52.4 percent in 2006-07. The ridership and revenue increase will be the result of operating and marketing actions. These actions will promote the service, increase service amenities, and control costs. Additionally, the actions in the Capital Action Plan also contribute to the achievement of the performance measures. Capital projects will improve OTP, increase reliability and reduce running time, attract riders, and provide an efficient and cost-effective service.

The key capital project actions for 2005-06 and 2006-07 are:

- The renovation of the historic Fresno station, which opened in November 2005, now provides greatly increased passenger amenities.
- Double tracking between Shirley and Hanford was completed in early 2006 allowing five minute running time reduction on four trains in April 2006.
- Double tracking between Calwa and Bowles should be completed in the summer of 2007. This project should allow five minute running time reduction on four trains in spring 2007.
- Completion of Phase I work on 17.6 miles of double track from Port Chicago to Oakley in summer 2007.
- Continuation of development of the Stockton station and completion of Madera station in 2006-07.
- Replacement of the California Car fleet sign system with an automated system in 2006-07.
- Continuation of the mid-life overhaul of the original California Cars.

On the operating side, the key actions for 2005-06 and 2006-07 are:

- Expansion of the Free Transfer program with local transit operators.
- Improvement of connecting feeder buses, including expansion of three routes in winter 2005.
- A fall, winter, and spring advertising promotion.
- The expansion of the group travel program for school groups and seniors, plus the expansion of the new student outreach program.

PERFORMANCE STANDARD ANALYSIS

The 2004-05 and 2005-06 standards are consistent with the Amtrak operating contract for those years. The 2006-07 standards are consistent with the Governor's Proposed Budget, with State costs (for the *San Joaquins* and *Pacific Surfliner*s combined) remaining at the same level as in 2002-03 through 2005-06.

The section in **Figure 2.1** titled "Operating Results" includes the base data from which the performance standards were derived (revenues, expenses, State costs, etc.). This section also provides the comparison of the standards to the actual data for FFY 2004-05. The funds for Amtrak service in the State budget are used for an annual operating contract period that coincides with the FFY. Thus, all data is shown on the basis of the October-September FFY.

Comparison of FFY 2004-2005 Performance Standards and FFY 2004-2005 Actual Results

In FFY 2004-05, the actual ridership of 755,854 was almost identical to the standard of 755,500. The farebox return was 46.0 percent, 1.5 percent above the standard of 44.5 percent. The positive farebox return was primarily the result of revenues being 3.3 percent higher than projected.

OTP in FFY 2004-05 was 63 percent, 12 percent below the standard of 75 percent. It was however, higher than FFY 2003-04 OTP of 56 percent. Two specific events contributed to reduced OTP: a maintenance track blitz in late January and early February 2005, and a major track work project on the UP between Bakersfield and Mojave in February and March 2005. Over 90 percent of the 314-mile *San Joaquin* Route from Bakersfield to Oakland is single-track. Also, OTP on a single-track railroad is particularly sensitive to increases in traffic and service disruptions (i.e., crossing accidents, broken rails, and maintenance of way). In the past few years freight traffic has increased significantly on the *San Joaquin* Route because the ports of California have received a record amount of imports, and there has been increased demand for railroads to transport these goods. This upturn in freight traffic has further constrained this predominantly single-track corridor and negatively impacted OTP.

FFY 2005-06 Performance Standards

The 2005-06 performance standards are based on the available year-to-date data for that year. They have been updated from those in the 2005-06 Business Plan based on the strong performance of the Route for the first part of the year. The Performance standards show a 7.9 percent ridership, a 17.5 percent revenue, and a 6.0 percent expense increase from actual results in the prior year. Farebox return is projected to increase to 49.3 percent. OTP is projected at 75 percent. Overall, 2005-06 is projected to be a very positive year for the route, with highest ever ridership and the highest farebox return in ten years.

Actual results year-to-date FFY 2005-06 (October 2005-April 2006) have been very positive. Ridership was up 11 percent over the prior year. Record ridership was achieved in every month but March and April.

Year-to-date revenue (October 2005-February 2006) has been up 16 percent over the prior year. This revenue increase is, in part, the result of longer train trips. In addition, in December 2005 there was a five percent fare increase, and another five percent increase will be implemented in June. These fare increases combined with the positive actual revenue increase to date, lead to the projection of a 17.5 percent revenue increase for the year.

Year-to-date OTP (October 2005 through April 2006) was 59 percent. OTP should improve significantly for the remainder of the year because an important double-track project from Shirley to Hanford was finished in early

2006. This allowed running times on four trains to be reduced by five minutes with the April 2006 schedule change. Train schedules were adjusted to allow a number of train meets to occur on the double track, rather than on sidings. This will improve reliability and running times.

FFY 2006-07 Performance Standards

The performance standards for this year are based on the 2006-07 Proposed Governor's Budget. The standards include a 5 percent ridership, 15 percent revenue, and an 8.3 percent expense increase from projected results in the prior year. Farebox return is projected to increase to 52.4 percent. OTP is projected to continue at 75 percent.

The projections for this year show a very positive performance for the route. Revenue growth is based on a projected 5 percent fare increase in December 2006 and June 2007. (Amtrak and the Department will review operating results to determine if fare increases are necessary). The revenue growth will positively impact the farebox. OTP will be positively affected by the recent completion of the Shirley to Hanford double track project discussed above. Additionally, Calwa to Bowles double track project should be completed by summer 2007. This should allow five minutes to be removed from four more train schedules in the spring of 2007, and further improve reliability. Additionally, upon completion of these capital projects, BNSF is required to meet certain OTP standards.

In addition the Department continues to work with BNSF, UP, and Amtrak to implement measures to enhance schedule reliability, including supplemental dispatcher training and closely monitoring passenger train delays. Also the installation of CTC between Port Chicago and Oakley should be completed in the summer of 2007 and will improve reliability.

HISTORICAL PERFORMANCE PRIOR TO FFY 2004-05

Figure 2.2 shows ridership and financial performance data on an annual (State FY) basis from the start of State-supported service in 1979-80 through 2004-05. (Note that **Figure 2.1** is on the basis of a FFY, so the annual data on **Figures 2.1** and **2.2** are not the same.) **Figure 2.3** provides three graphs that show the route's historical ridership and financial trends. The two figures provide information on the historical basis for the performance measures discussed in this chapter.

As can be seen in **Figures 2.2** and **2.3**, ridership has climbed fairly steadily over the years, with only a few years when ridership dipped below the prior year's level. Farebox return in the late-1980's was also impressive, peaking at 86.9 percent in 1988-89. However, the trend in passenger-miles per train mile (PM/TM), a measure of the average number of passengers on a train over its entire route, has not been as consistent. In other words, train service has increased

without the same level of ridership increase, making average expenses per passenger higher. PM/TM was at its highest level in 1988-89 and has fluctuated since then.

The *San Joaquins*' financial performance has been impacted by a number of interrelated factors. First, the introduction of the third train in 1989 increased expenses by about 70 percent, but ridership only increased initially by about 25 percent. Farebox return dropped from its peak of 86.9 percent in 1988-89 to 68.8 percent in 1990-91 (the first full year of third train service). Generally, when a new train is added, initially farebox return drops because expenses rise immediately, while ridership adjusts more slowly to a new train.

Next, in an effort to reduce its need for federal operating subsidy, Amtrak started increasing the cost basis charged to the State. When the fourth train was added in 1992, Amtrak charged the higher long-term avoidable cost basis on this train. The lower short-term avoidable cost basis remained on all other trains. As a result of the new train and the higher cost basis, expenses increased 44 percent between 1991-92 and 1993-04 (the first full year of fourth train service), and ridership only increased by 16 percent. The drop in farebox return was not quite as large on the fourth train as on the third train: farebox dropped from 66.4 percent in 1991-92 to 52.1 percent in 1993-94.

Then in 1996, Amtrak changed the cost basis to a full cost basis for all trains, with the result being that billed expenses increased dramatically. Between 1995-96 and 1996-97, billed expense increased by 36 percent even though service levels did not increase. This is primarily the reason for the drop in the farebox return from 49.2 percent to 40.0 percent in these years. An interesting note is that in 1996-97 and 1997-98 ridership and PM/TM climbed significantly, but couldn't overcome the increase in expenses caused by the change in cost basis.

In summary, starting in the 1990's, the *San Joaquins*' financial performance was hard hit by two factors. First, the introduction of the third and fourth trains added significant costs without adequate initial corresponding ridership and revenue increase to offset costs. Second, Amtrak increased the cost basis throughout those years so that the State was being charged significantly higher expenses for service.

In February 1999, the Department added the first Bakersfield–Sacramento train, and in March 2002 the Department added the second Sacramento train. As mentioned above, on longer distance corridor routes, such as the *San Joaquins*, the addition of service usually results in a temporary drop in farebox return. However, the demand for these two new trains was strong as the farebox dropped only slightly with the addition of both Sacramento trains, and climbed to prior year levels after one year.

Since 2002-03, State operating costs have stabilized and the financial outlook for operations through 2006-07 is very positive. Combined State operating costs for the *San Joaquins* and *Pacific Surfliner*s are have remained steady for four years, from 2002-03 through 2005-06, and the 2006-07 Governor's Budget proposes another year of stable costs. State operating costs have never been constant for such a long period of time in the history of State-supported service. This situation is primarily the result of the change in cost basis in 2003-04, when Amtrak began charging the states on the basis of full recovery of direct costs. Under this cost basis, the State pays all direct costs, with Amtrak covering all fixed costs.

A number of other factors have also contributed to the resent positive financial performance and outlook. The Department is carefully tracking Amtrak expenses to ensure all billings are appropriate. And Amtrak has been more effectively controlling expenses in recent years, with the addition of tighter management and cost-control measures.

Figure 2.1- San Joaquin Route Performance Standards

SAN JOAQUIN ROUTE PERFORMANCE STANDARDS								
Federal Fiscal Year (FFY) Ω		**FFY 2004-05**				**FFY 2005-06**	**FFY 2006-07**
	T&B #	**ACTUAL**	**STANDARD•**	**VARIANCE ACTUAL TO STANDARD**	**PERCENT CHANGE**	**CURRENT YEAR STANDARD•Δ**	**BUDGET STANDARD §**
NUMBER OF DAILY ROUND TRIPS			6			6	6
USAGE							
Route Ridership	#	**755,854**	**755,500**	**354**	**0.0%**	**815,000**	**856,000**
Average Daily Ridership	#	2,071	2,070	1	0.0%	2,233	2,345
Percent Change in Route Ridership	#	--	2.3%	--	--	7.9%	5.0%
Percent Change in Train Passenger Miles		--	2.3%	--	--	7.9%	5.0%
Percent Change in Train Miles		--	0.1%	--	--	0.3%	0.0%
Passenger Miles per Train Mile (PM/TM)		86.3	87.1	(0.8)	-0.9%	93.7	98.4
COST EFFICIENCY							
Farebox Ratio (Train and Bus Service)	#	**46.0%**	**44.5%**	**1.5%**	--	**49.3%**	**52.4%**
Percent Change in Total Revenue	#	--	3.3%	--	--	17.5%	15.0%
Percent Change in Total Expenses	#	--	3.3%	--	--	6.0%	8.3%
Train Revenue per Train Mile		$ 12.31	$ 12.16	$ 0.15	1.3%	$ 13.99	$ 16.09
Train Revenue per Passenger Mile (Yield)		$ 0.14	$ 0.14	$ 0.00	2.2%	$ 0.15	$ 0.16
Train Expenses per Train Mile		$ 29.08	$ 29.93	$ (0.86)	-2.9%	$ 30.85	$ 32.79
Train Only State Cost per Train Mile		$ 16.77	$ 17.77	$ (1.01)	-5.7%	$ 16.86	$ 16.70
Train Only State Cost Per Passenger Mile		$ 0.19	$ 0.20	$ (0.01)	-4.8%	$ 0.18	$ 0.17
SERVICE QUALITY							
On Time Performance		**63%**	**75%**	**-12%**	--	**75%**	**75%**
Percent of California Equipment Available		91%	88%	3%	--	90%	90%
OPERATING RESULTS							
TRAIN AND BUS	#						
Total Revenue	#	$ 23,347,281	$ 22,653,200	$ 694,081	3.1%	$ 26,627,000	$ 30,621,000
Total Expenses	#	$ 50,753,370	$ 50,930,800	$ (177,430)	-0.3%	$ 53,984,000	$ 58,475,000
Total State Operating Cost *	#	**$ 27,406,089**	**$ 28,602,600**	**$ (1,196,511)**	**-4.2%**	**$ 27,607,000**	**$ 27,479,000**
TRAIN ONLY							
Train Only Revenue		$ 16,494,444	$ 16,243,300	$ 251,144	1.5%	$ 18,747,000	$ 21,559,000
Train Only Expenses		$ 38,955,566	$ 39,988,700	$ (1,033,134)	-2.6%	$ 41,345,000	$ 43,939,000
Train Only State Operating Cost		$ 22,461,222	$ 23,745,400	$ (1,284,178)	-5.4%	$ 22,598,000	$ 22,380,000
Passenger Miles		115,621,074	116,370,400	(749,326)	-0.6%	125,532,000	131,809,000
Train Miles		1,339,711	1,335,900	3,811	0.3%	1,340,000	1,340,000

- T&B Includes train and bus results. All other elements are train only.
* - Includes payments to Amtrak for minor capital projects not included in any other line item.
Δ - Percent changes refer to the difference between the FFY 2005-06 Standard and the FFY 2004-05 Actual.
• - FFY 2004-05 and 2005-06 standards based on Amtrak contracts for those years.
§ - FFY 2006-07 standard based on Proposed Governor's Budget
Ω - $ shown in current year $, and are not inflated.
NOTE 1 - Performance measures not calculated where no standard was developed.
NOTE 2 - Percents of change not shown when measure itself is a percent.

Figure 2.2 – San Joaquin Route Annual Operating Performance

SAN JOAQUIN Route

Annual Operating Performance - State Fiscal Years

State Fiscal Year		Ridership Data		Financial Data for Operations						
		Ridership	PM/TM	Revenue	Expense	Loss	State Cost	Amtrak Cost	Train Loss per PM	Farebox Ratio
	Notes		*(F1)*		*(F2)*		*(F3)*	*(F4)*	*(F5)*	*(F6)*
1973-74	*(S1)*	38,770	83.6							
1974-75		66,990	44.2							
1975-76		66,530	43.8							
1976-77		87,642	56.0							
1977-78		80,611	52.7							
1978-79		87,645	60.2							
1979-80	*(S2)*	123,275	63.6	$ 1,174,065	$ 3,975,185	$ 2,801,120	$ 518,206		18.4¢	29.5%
1980-81		159,498	55.3	$ 2,224,137	$ 6,940,934	$ 4,716,797	$ 1,360,391		18.4¢	32.0%
1981-82		189,479	65.3	$ 3,115,710	$ 7,774,029	$ 4,658,319	$ 2,228,585		14.0¢	40.1%
1982-83		186,121	62.9	$ 3,342,137	$ 7,991,697	$ 4,649,560	$ 2,490,275		14.6¢	41.8%
1983-84		248,275	85.3	$ 4,730,431	$ 8,094,789	$ 3,364,358	$ 2,518,066		7.3¢	58.4%
1984-85		269,837	94.6	$ 5,210,951	$ 8,641,293	$ 3,430,342	$ 2,802,955		7.7¢	60.3%
1985-86		280,798	101.1	$ 5,425,329	$ 8,610,554	$ 3,185,225	$ 2,658,895		6.8¢	63.0%
1986-87		304,668	106.1	$ 6,084,677	$ 9,179,133	$ 3,094,456	$ 2,929,148		5.1¢	66.3%
1987-88		340,573	121.1	$ 7,457,686	$ 9,633,659	$ 2,175,973	$ 2,605,572		2.2¢	77.4%
1988-89		370,190	133.7	$ 9,527,268	$ 10,968,216	$ 1,440,948	$ 1,887,450		1.3¢	86.9%
1989-90	*(S3)*	418,768	116.9	$ 11,845,743	$ 15,286,520	$ 3,440,777	$ 3,544,332		3.2¢	77.5%
1990-91		463,906	104.1	$ 12,691,986	$ 18,456,785	$ 5,764,799	$ 5,803,565		4.9¢	68.8%
1991-92		483,593	104.3	$ 12,369,805	$ 18,633,777	$ 6,263,972	$ 6,472,598		4.3¢	66.4%
1992-93	*(S4)*	516,113	109.6	$ 12,628,496	$ 22,227,149	$ 9,598,653	$ 10,789,651		6.5¢	56.8%
1993-94		558,569	94.6	$ 13,894,624	$ 26,678,861	$ 12,784,237	$ 12,335,021	$ 3,937,150	8.3¢	52.1%
1994-95		524,680	88.8	$ 12,244,668	$ 25,077,153	$ 12,832,485	$ 12,668,018	$ 3,705,069	9.7¢	48.8%
1995-96		526,088	86.6	$ 12,477,497	$ 25,386,099	$ 12,908,602	$ 14,483,048	$ 1,360,327	11.8¢	49.2%
1996-97		652,544	106.1	$ 13,817,681	$ 34,528,165	$ 20,710,484	$ 16,265,387	$ 5,672,236	18.6¢	40.0%
1997-98		702,178	118.0	$ 15,230,966	$ 36,517,290	$ 21,286,324	$ 17,190,515	$ 4,493,597	17.7¢	41.7%
1998-99	*(S5)*	680,687	102.8	$ 16,496,457	$ 37,269,835	$ 20,773,378	$ 19,938,254	$ 1,712,168	17.6¢	44.3%
1999-00		671,295	92.7	$ 18,061,512	$ 41,791,782	$ 23,730,270	$ 24,232,326	$ 652,236	19.0¢	43.2%
2000-01		710,833	97.9	$ 19,667,681	$ 43,404,325	$ 23,736,644	$ 24,350,127	$ 540,809	18.2¢	45.3%
2001-02	*(S6)*	733,152	96.9	$ 20,114,693	$ 46,503,548	$ 26,388,855	$ 26,281,035	$ 396,392	20.0¢	43.3%
2002-03		769,708	89.9	$ 20,318,564	$ 50,552,529	$ 30,233,965	$ 29,729,650	$ 504,315	21.7¢	40.2%
2003-04		752,227	87.2	$ 22,100,796	$ 50,061,460	$ 27,960,664	$ 27,960,664	$ 89,345	20.5¢	44.1%
2004-05		743,245	85.1	$ 22,590,880	$ 49,883,689	$ 27,292,809	$ 27,292,809		19.6¢	45.3%
TOTAL		**12,808,488**		**$ 304,844,440**	**$ 624,068,456**	**$ 319,224,016**	**$ 301,336,543**			

(S1) Service started 3/6/74 with one round-trip between Oakland and Bakersfield. Data is for four months only.

(S2) State support started 10/1/79. Data is for nine months, during which time ridership totaled 93,206. Second round trip added 2/3/80 between Oakland and Bakersfield.

(S3) Third round trip added 12/17/89 between Oakland and Bakersfield.

(S4) Fourth round trip added 10/25/92 between Oakland and Bakersfield.

(S5) Fifth round-trip added 2/21/99 between Sacramento and Bakersfield.

(S6) Sixth round-trip added 3/18/02 between Sacramento and Bakersfield.

(F1) Passenger-miles per train mile (PM/TM), a measure of the average load on a train over its entire route.

(F2) Prior to October 1983, all trains billed on solely related cost basis. From October 1983 through September 1995, all trains billed on short term avoidable cost basis, except fourth round trip billed at long term avoidable cost basis. Effective October 1995, all trains billed on long term avoidable cost basis. Effective October 1996, all trains billed on Full Cost (Train, Route and System) Basis. Includes cost of connecting buses. Depreciation and interest (equipment capital cost) included in operating cost under solely-related cost basis but excluded and charged separately under short-term, long-term avoidable and full cost bases.

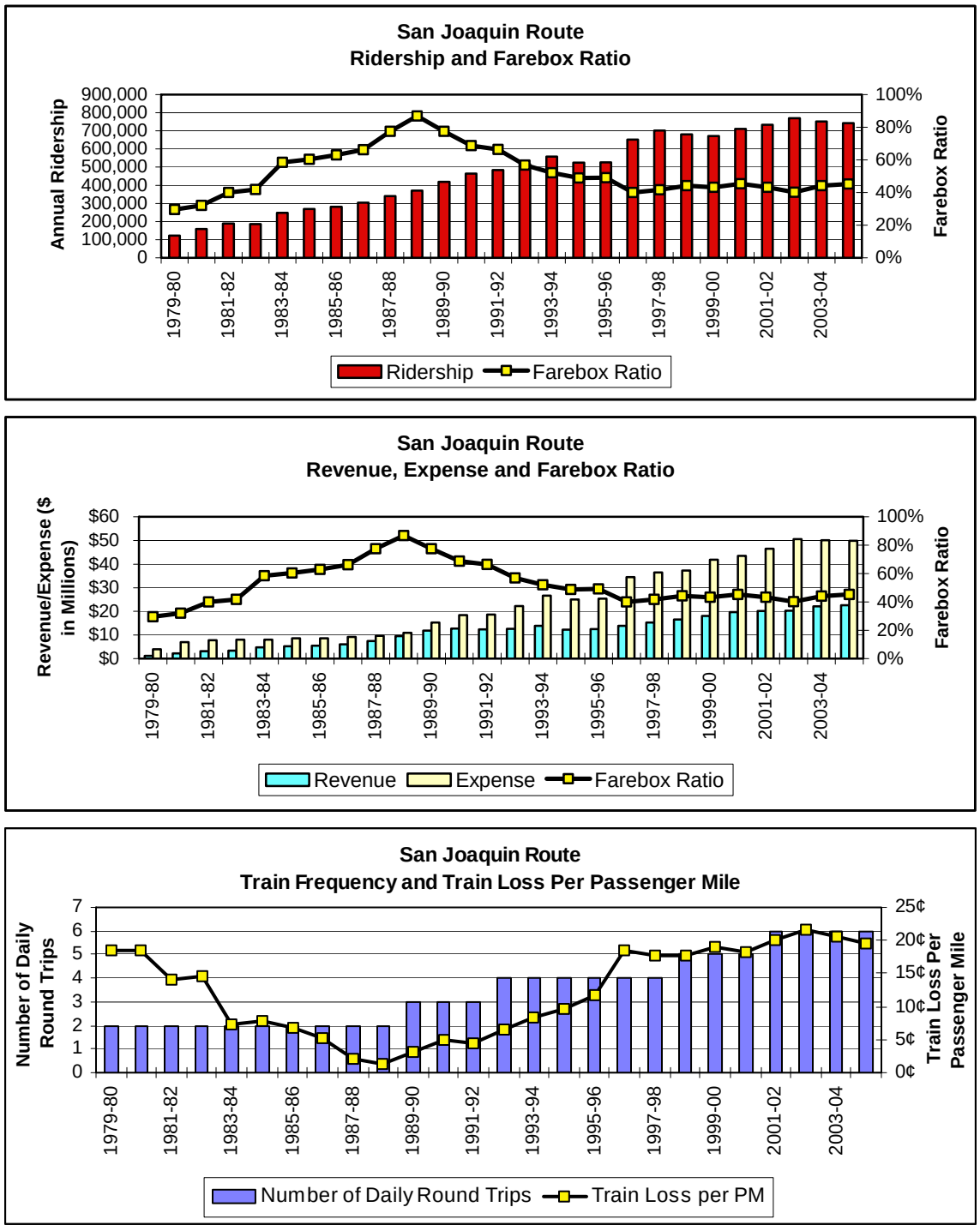
(F3) From October 1979 through September 1983, State cost increased in stages from 18.5 to 48.5 percent of operating loss (including equipment costs). Between October 1983 and September 1995, State cost was 65 percent of train operating loss for first three round trips, plus 50 percent of depreciation and interest (equipment capital cost). For the fourth round trip, State cost was 70 percent of train operating loss plus equipment capital cost. Between October 1995 and September 1996, State cost was 100 percent of train operating loss and 60 percent of equipment capital cost. Between October 1996 and September 1997, State cost was 65 percent of train operating loss. Effective October 1997, State is billed contractually specified percentages of most individual cost elements, plus a fixed amount for certain other cost elements. Also includes State payment of costs of special agreements with Amtrak for use of equipment, and State payment of entire net cost of all connecting bus routes.

(F4) Between State Fiscal Years 1993-94 and 2003-04, Amtrak cost is based on billings submitted and reflects cost bases and Amtrak shares as stated in notes (F2) and (F3) above. However, Amtrak does not include the unbilled Amtrak share of fixed cost elements. Prior to FY 1993-94, data to calculate Amtrak cost is not available; beginning in FY 2004-05, no Amtrak share is billed.

(F5) Train loss (deficit) per train passenger-mile. Connecting buses not included in loss per passenger mile data.

(F6) Farebox Ratio, the ratio of Revenue to Expense.

Figure 2.3 – San Joaquin Route Financial Trends – SFY 1979-80 through 2004-05



Note: See the footnotes to Figure 2.2 and the section in Chapter II titled "Historical Performance Prior to FFY 2003-04" for an explanation of how the changes to Amtrak's cost basis reduced the farebox ratio.

CHAPTER III
OPERATING AND MARKETING PLANS

OPERATIONS

OPERATING ACTION PLAN

System Connectivity

- Expand "Free Transfer" program to additional transit operators in San Joaquin Valley cities such as Stockton and Bakersfield in 2005-06 and 2006-07.
- Inventory and replacement of Amtrak station pathfinder signs on city streets and adjacent to state highways began in 2004-05. This work will continue as an ongoing sign maintenance project.

Food Service

- On-board food tasting and surveys will continue in 2006 to improve quality and allow items offered to be based on passenger input and sales.

On-time Performance

- Reach OTP goal of 75 percent in both 2005-06 and 2006-07 as a result of completion of key capital projects and working with the BNSF, UP, and Amtrak to identify and implement measures to enhance schedule reliability.
- Complete construction of the 8.5-mile double track segment between Calwa to Bowles in summer 2007 to improve overall reliability and OTP.

Amtrak Bus Operations

- Conduct twice-yearly route and segment bus evaluations to determine cost recovery. As warranted, add, cut, or discontinue routes, or undertake special promotions or targeted marketing.

Route Description

The *San Joaquin* Route extends 314 route miles between Oakland, Stockton, and Bakersfield with 13 intermediate stops. The route between Sacramento, Stockton, and Bakersfield is 282 miles with 11 intermediate stops. As the trains serving Oakland and Sacramento use the same tracks between Stockton and Bakersfield, total route miles are 363. Scheduled train running time between Oakland and Bakersfield averages 6 hours-13 minutes. Overall average speed, including station

dwell time, is 50 mph. Scheduled train running time between Sacramento and Bakersfield averages 5 hours-19 minutes, and overall average speed is 53 mph.

Predominant right-of-way ownership is by the BNSF, successor company to Atchison, Topeka and Santa Fe Railway (ATSF), between Port Chicago and Bakersfield. UP owns 39 miles between Oakland and Port Chicago and 49 miles between Stockton and Sacramento (UP acquired the Southern Pacific [SP] in 1996). Amtrak operates the *San Joaquins* under provisions of its contracts with BNSF and UP.

Service Levels

The most recent service addition to the *San Joaquin* fleet is the sixth daily train, operating between Sacramento and Bakersfield that started on March 18, 2002. Now two trains operate from Bakersfield to Sacramento, and four trains operate from Bakersfield to Oakland. The Sacramento trains operate on the newly upgraded UP line and includes a new stop at Lodi where the city has refurbished the former SP station into a transportation center.

The current schedule for the two Sacramento-Bakersfield trains is an early morning departure in both directions, with a late afternoon/evening return, also in both directions. These trains make day trips in either direction possible and attractive for business and leisure travelers in the Valley. With the addition of a second Bakersfield-Sacramento round-trip in March 2002, the Route provides more travel options to both the Bay Area and Sacramento.

The first *San Joaquin* round-trip from Bakersfield to Sacramento was inaugurated in February 1999. This train provided direct rail service between Sacramento and the San Joaquin Valley for the first time since 1971. Although all *San Joaquin* trains to and from Oakland have offered dedicated Sacramento bus connections since 1980, restoring direct train service to Sacramento had been a high priority for the *San Joaquin* Route for many years. (The four round-trips between Oakland and Bakersfield continue to offer bus connections to Sacramento.)

The Department does not project market demand in the near future for additional round-trips. The current *San Joaquin* Route schedule for six round-trips is shown in **Figure 1.3**.

Intercity Passenger Rail System Connectivity

The Department strives to make the *San Joaquin* intercity passenger rail system as "seamless" as possible with excellent connectivity to other transportation systems. Designing for connectivity enters into virtually every aspect of operations, marketing and capital planning. The *San Joaquin* connecting bus system connects to all cities in the State with populations over 200,000 that are not directly served by the train. The train directly serves Oakland, Sacramento, Stockton, Modesto, Fresno, and Bakersfield. Buses service Los Angeles, San Francisco, San Jose, San Diego, Long Beach, Santa Ana, Anaheim, Riverside, Fremont and Glendale.

The buses also serve rural areas throughout the state. In 2004-05, over 67 percent of all *San Joaquin* passengers used at least one connecting bus as a portion of their trip.

Once the passenger finishes the *San Joaquin* train or bus trip, the Department works to assure that connections with commuter rail and urban transit services are convenient. The *San Joaquins* stop at stations with connections to Caltrain, BART, San Francisco Muni, Santa Clara County Light Rail, and Sacramento Regional Transit. In addition, the network of commuter rail and transit systems in Southern California is accessible by *San Joaquin* route passengers by utilizing the dedicated connecting bus service at Bakersfield. (See the Appendix for further detail on these systems.) In FY 2006-07, new Alameda Commuter Express (ACE) mid-day service will allow the first rail connections between the *San Joaquin* trains (at Stockton) and San Jose.

In 2003-04, the Department started the "Free Transfer" Program where conductors on the train offer free transfers to participating transit services, and completed agreements with Alameda-Contra Costa Transit District, the Central Contra Costa Transit Authority, and Sacramento Regional Transit District. A similar agreement with Fresno Area Express took effect on January 1, 2005. The Department has worked in 2005-06 to develop additional agreements with transit operators in Valley cities, such as Stockton and Bakersfield. In 2005-06, the Department entered into agreements with Benicia Transit and Elk Grove Transit. Currently, the Department is negotiating with several other agencies to join the program. The Department's goal is to eventually add all major bus transit providers with links to the *San Joaquins* to this program.

The *San Joaquin* Route also connects to Amtrak's California and national intercity rail passenger network. Many passengers use the *San Joaquins* as part of a longer rail trip. Coordination of schedules with other services generates additional ridership and can improve overall efficiency. The *San Joaquins* connect to the following corridor and long distance routes: *Pacific Surfliner*, *Capitol Corridor*, Coast Starlight, *California Zephyr* and *Southwest Chief*. (See the Appendix for further detail on these routes.)

Finally, the Department works to ensure that the trains are well connected to streets and highways through proper design of stations and signage. In 2003-04, a survey of Amtrak pathfinder signs along the major highways in the Central Valley revealed signs to be absent in various areas. New signs were erected to direct highway travelers to Amtrak stations. In 2004-05 the Department began an inventory and replacement of Amtrak station pathfinder signs on city streets or adjacent to the state highways. This work will continue in the future as an ongoing sign maintenance project.

Passenger Information

Passenger information serves both a marketing and operational function. The Department is continually looking for new ways to inform customers and potential customers about *San Joaquin* service, transit, air and auto connections to *San Joaquin* trains and buses, as well as locations served by *San Joaquin* trains and buses. Passenger information devices include printed materials; signage and displays at stations, bus stops and on streets and highways; an Internet website; and telephone information. In the last few years, additional emphasis has been placed on providing information on the "total trip" including extensive information on destinations.

The *San Joaquin* Route timetable provides the most essential passenger information. The timetable is updated with every schedule change and provides extensive passenger information including: train and connecting Amtrak bus schedules; listing of connecting transit services, including detailed information on commuter rail connections; and station information.

Passenger information is provided at train stations and bus stops. The timetable is displayed on "Info Posts" at all train stations (on the platform) and bus stops (at the stop). In 2003, new passenger information displays were installed at all staffed and unstaffed stations in the Valley. These displays include local area maps showing hotels, restaurants, rental car agencies and other services near the station along with phone numbers. Each Info Post is updated with every schedule change.

To improve passenger information at stations, electronic Passenger Information Display Systems have been installed that will provide real-time audio and visual information on train arrivals and departures. This system is especially helpful at unstaffed stations. The system was installed at all stations on the *San Joaquin* Route in 2005.

On the trains, passenger information is also being improved. The Department is planning to replace the outdated destination sign system on the California Car fleet with new destination signs and an automated passenger information system. The new system will incorporate up-to-date passenger information system technology that meets all current standards for audible and visual messaging, real-time service messages, automated train location and text uploading, diagnostics, and animated graphics. This system will be applied to all 78 railcars in the northern California fleet. The Department plans to award the sign replacement contract in 2006-07 and complete the work in 2007-08.

In 2004, the Department developed and distributed a *San Joaquin* Destination Guide featuring detailed information about services available near all Amtrak stations on the *San Joaquin* route. The guide was distributed to stations, placed on trains and mailed to interested parties. The response to the guide has been very positive. To develop the guide, staff conducted site visits and surveys of stations

to assess services near the stations. Then local businesses and chambers of commerce were contacted for current information to be included in the Destination Guide.

The Department provides an Internet website page for California Amtrak services at amtrakcalifornia.com. The site has had over on million hits since 2001. Goals of the website are to provide the user with the information necessary to take a train trip and also extensive information on destinations. The site has extensive information on the *San Joaquins*. One of its most useful features is a separate page for every *San Joaquin* train and bus stop that includes information on the station, a map of the station and environs, a printable map, many internet links to local rail and bus transit agencies, places of interest, and local tourist organizations. Recently updated and revised, the website loads quicker, and also offers updated information on airport and local public transit, and new information on Kids 'N Trains and senior travel.

Food Service

Each *San Joaquin* train has a dining car, which offers a full meal on a tray, light meals (i.e., sandwiches), snacks, drinks, beer and wine. The dining car has a variety of seating arrangements available, or passengers can take food and drinks back to their own seat. The dining car is staffed by Amtrak employees and food is stocked in Oakland.

The "Eat Easy" meal service that provides a full meal on a tray is available on all trains. To increase awareness of this service that was introduced in October 2002, seat back menu cards have been produced since 2003 to provide passengers information on the food service in the cafe car. Sales of these meals remain at a moderate pace.

The Point-of-Sale (POS) system was fully implemented in 2003 and continues to provide ongoing accounting of sales and inventory. This information provides management with the tools to adjust inventory and food selections on a regular basis. Approximately every four months, menu items are added or deleted based on the POS system input. In 2005, food sales increased slightly over the previous year due to changes in the food selections.

On-board taste testing of new entrees and vendor participation in food product sampling of snack items has been successful. The program continues with samples of the entrees on days when sales may be slower. The on-board attendant invites the passengers into the dining car to taste test the current menu item featured for that week. Bringing the passenger into the dining car allows the attendant to interact with the passenger to offer them something from the dining car, even if they may not want a full meal. Advertising materials will continue to be updated with a new look every time the menu is changed to encourage passengers to use the dining car.

In January 2005, the Department along with the CCJPA and Amtrak conducted a taste test to secure a coffee vendor for Amtrak California trains in northern California. The new coffee vendor will be supplying coffee beans and service and maintenance of the coffee equipment on all State-owned rail dining car equipment. In addition, the vendor will be participating in a marketing campaign to improve visibility of their product and increase sales in the dining car.

Plans for 2006 include a continuation of the on-board taste testing of new entrees and vendor participation in food product sampling of snack items. Advertising materials will continue to be updated with a new look every time the menu is changed to encourage passengers to use the dining car.

On-Time Performance

OTP over the years on the *San Joaquins* has varied. OTP on this route is difficult to maintain because over 90 percent of the 314-mile *San Joaquin* Route from Bakersfield to Oakland is single-track. OTP on a single-track railroad is particularly sensitive to increases in traffic and service disruptions (i.e., crossing accidents, broken rails, and maintenance of way). In FFY 2000-01 OTP was 67 percent, in FFY 2001-02 OTP climbed to 78 percent. Since then OTP has been back down (FFY 2002-03: 62 percent, FFY 2003-04: 56 percent, and FFY 2004-05: 63 percent).

Increased OTP in FFY 2001-02 was the result of extensive Department financed track work and subsequent negotiations between Amtrak and BNSF. Reduced OTP since then has been the result of a number of factors. First, BNSF's economic projections had anticipated the downturn in the economy would reduce freight traffic, and consequently took track and sidings out of service. However, freight traffic did not reduce as anticipated, causing track congestion and decreasing OTP. Also, deferred track maintenance and dispatching issues on the BNSF and UP have negatively impacted OTP.

Year-to-date OTP (October 2005-April 2006) was 59 percent. January and February were deleted as the result of a winter track blitz that significantly lowered OTP. However, OTP should improve significantly for the remainder of the year because an important double-track project was finished from Shirley to Hanford in early 2006. This allowed running times on four trains to be reduced by five minutes with the April 2006 schedule change. Train schedules were adjusted to allow a number of train meets to occur on the double track, rather than on sidings. This will improve reliability and running times. Additionally, the Calwa to Bowles (near Fresno) double track project will be completed by summer 2007. Completion of this project should allow five minutes to be removed from four more train schedules in the fall of 2007, and further improve reliability and OTP.

The Department also has a number of operational activities aimed to increase OTP and reliability. First, OTP incentives are contained in the Amtrak operating

agreement with BNSF. When the standards are not met, the payments are not made. Second, weekly scheduling conference calls involving the railroads (both the UP and the BNSF), Amtrak, and periodically the Department, identify issues with the prior weeks performance and review OTP projections for the upcoming week(s). Third, the Department participates with the railroads and Amtrak in developing schedules to minimize freight and passenger train operation conflicts.

Amtrak Bus Operations

Bus Summary

In 2004-2005, over 67 percent of all *San Joaquin* passengers (509,622), used at least one connecting bus at the beginning or the end of their trips, making this network an essential element of *San Joaquin* service. Buses are used to expand the service area to reach markets not served by rail. The Amtrak buses provide guaranteed connections; if a train is late, the bus connection is guaranteed. The buses are required to have a high standard of comfort, including ample legroom and reclining seats.

Government Code Section 14035.55 requires that Amtrak bus riders must use the train for part of their trips, thus Amtrak has specific ticketing policies to ensure bus access is not provided to non-train riders.

In April 2005, Greyhound discontinued service to many smaller towns and cities in California as part of a national strategy to emphasize service between metropolitan areas. As a result, the Department is evaluating alternatives that would provide service to areas that may have been previously served by Greyhound.

Bus Route Cost–Effectiveness – Bus routes are evaluated for their cost-effectiveness. Under Government Code Section 14035.2, the Department is required to do cost recovery analysis on bus routes, and restructure or discontinue routes if they do not meet standards. The Department developed written standards to implement the law, including twice-yearly route and segment evaluations. Cost recovery (or break-even) is defined (under the law) by subtracting bus route operations costs from bus route revenue plus the train revenue contributed from bus route passengers. Under this analysis, the bus system provides a net incremental gain to the trains. The Department continues to evaluate bus routes on this basis and restructure or eliminate routes as necessary. Also, certain stops may be added, relocated, or eliminated, and frequencies may be adjusted to reflect changing market conditions.

The following principles are used to maximize the effectiveness of the feeder buses:

- Make the transfer between bus and train as seamless as possible. Amtrak buses are waiting for train passengers upon arrival at the connecting point, and deliver the passengers to their destinations on time.
- Take advantage of regularly scheduled stops at high traffic generators, such as Marine World, San Francisco's Pier 39 and AT&T Park (the downtown baseball stadium for the San Francisco Giants).
- Continue stops at special events such as fairs and festivals that not only generate revenue, but also increase public awareness of the service.

2005-06 and 2006-07 Bus Route Changes – In October 2005, Route 19 was expanded and restructured, Route 6 was extended and Route 37 was initiated. In April 2006, Route 3 was extended into Southern Oregon, and Route 19 was again restructured. In July 2006, in coordination with Altamont Commuter Express (ACE), Route 6 will be modified to replace one bus round trip on weekdays with a new midday ACE train. See individual route descriptions below for details.

Bus Route Descriptions - Thirteen Amtrak Thruway bus routes connect with the *San Joaquins*. These routes are described as follows:

Bus Route 1 is the major trunk line connection between Bakersfield and Los Angeles and other Southern California destinations. There are three related services under the Route 1 designation as follows: Route 1A provides direct service between Bakersfield and Los Angeles Union Station, connecting with all six *San Joaquin* round-trips. One round-trip extends beyond Los Angeles to San Diego and intermediate points, and another to Fullerton and Santa Ana during late-night and early-morning hours when *Pacific Surfliner* trains are not operating. Route 1B also provides six round-trips between Bakersfield and Los Angeles, with an intermediate stop at Glendale and extended service to Long Beach and San Pedro. Route 1C offers four round-trips between Bakersfield and San Fernando Valley area stops, including Santa Clarita/Newhall, Burbank Airport, Van Nuys, Chatsworth, and Simi Valley.

Bus Route 3 connects Stockton with Lodi and Sacramento for the four *San Joaquin* round-trips that serve the Bay Area. Route 3 service extends beyond Sacramento to Davis, Chico, Redding, and other Sacramento Valley stops. All four Bay Area trains have connections between Stockton and Davis, while three trains also have connections to or from Redding. A Sacramento-Redding bus round-trip connects with a Sacramento-Bakersfield train round-trip. Effective April 2006, this bus round trip was extended north from Redding to Dunsmuir, Mount Shasta, Weed and Yreka in northern California; as well as Ashland and

Medford in southern Oregon. In addition to extending service to a mid-sized metropolitan area just across the Oregon border, this extension also provides service to several communities that lost Greyhound service in April 2005. A bus connection also operates between Suisun/Fairfield, Davis and Sacramento for both Sacramento-Bakersfield train round-trips. Route 3 also provides connections to or from *Capitol Corridor* trains at Sacramento.

Bus Route 6 offers six round-trips between San Jose and Stockton. The sixth trip was added at the same time as the sixth train. This route also provides additional frequencies for Altamont Commuter Express (ACE) passengers through a ticket honoring agreement between Amtrak and ACE. Beginning in October 2005, four of the six round trips were extended beyond San Jose to Sunnyvale, Mountain View and Palo Alto. In July 2006, ACE will add a new midday train between Stockton and San Jose. This train will also replace one of the Route 6 round trips on weekdays. Amtrak tickets will be honored on ACE train, and Amtrak will provide shuttle connections between the ACE and Amtrak stations in Stockton. This new ACE train will also connect with *Capitol Corridor* and *Pacific Surfliner* bus connections at San Jose, providing connections to Salinas, San Luis Obispo, Santa Barbara, and beyond.

Bus Route 7 consists of two basic services. The northern segment provides two daily round-trips between Martinez and the Redwood Empire, serving Ukiah, Willits, Eureka, Arcata, McKinleyville, and intermediate stops. The southern segment consists of five daily round-trips between Martinez and Santa Rosa, with additional service between Martinez and Marine World, Vallejo, and Napa. Some of these trips are scheduled to connect with *Capitol Corridor* trains instead of *San Joaquins*.

Bus Route 9 connects Bakersfield with Las Vegas and intermediate points with two daily round-trips.

Bus Route 10 provides four daily round-trips between Bakersfield and Santa Barbara via Oxnard and other intermediate points.

Bus Route 12 provides service between Bakersfield and Lancaster/Palmdale/ Victorville. Since Routes 9 and 12 also service Tehachapi and Mojave, Routes 9 and 12 tend to complement each other. Route 12 was increased from one to two daily round trips in October 2003.

Bus Route 15 connects *San Joaquin* train service at Merced with Yosemite National Park. This service, consisting of three round-trips, is operated on an interline basis with the carrier (VIA Adventures), meaning that there is no Amtrak subsidy for the route, as it is entirely supported by ticket revenues.

Bus Route 18 offers service from Hanford**.** This route is operated on a mixed-mode basis with Orange Belt Stages. Orange Belt is permitted to carry its own passengers on the same bus on a space-available basis. Route 18A offers

two daily round-trips between Hanford and the Central Coast area, with stops in Paso Robles, Atascadero, San Luis Obispo, Grover Beach, Santa Maria, and intermediate points. Bus Route 18B connects Hanford with Goshen Junction and Visalia with two daily round-trips. In 2004, a new Transit Center opened in downtown Visalia that is served by local and countywide transit, as well as Greyhound, Orange Belt and Amtrak schedules. The center has greatly increased the visibility of Amtrak service in Visalia.

Bus Route 19 features four daily round-trips between Bakersfield and San Bernardino via La Crescenta, Pasadena, Claremont, Ontario, and Riverside. One round-trip extends beyond San Bernardino to the Coachella Valley with stops at Beaumont, Palm Springs, Palm Desert, and Indio. A second round-trip extends beyond San Bernardino to Moreno Valley, Perris, and Hemet. In October 2006, Route 19 was expanded and restructured, in coordination with Route 1. A second round trip was added to Indio, and both Indio round trips skipped Ontario and Riverside. At the same time, two Bakersfield-Los Angeles round trips were extended beyond Los Angeles to serve Ontario, Riverside, Moreno Valley, Perris and Hemet. This change was made to reduce travel times, to double the service to both Indio and Hemet, and to increase capacity on the Inland Empire buses. The change resulted in several operational problems, including traffic delays incurred by buses traveling from Ontario into Union Station in Los Angeles, and insufficient dwell time in Los Angeles to handle passenger and baggage loading. There was also bus servicing problems which could only be handled by changing buses in Los Angeles. Finally, it was determined that only on the busiest travel days of the years (at Thanksgiving and Christmas) was the additional capacity needed. As a result, another restructuring occurred in April 2006. Once again, only one bus to or from the Inland Empire connects with each train at Bakersfield. Two of these round trips operate to or from Indio. A third operates to or from Hemet. (The fourth round trip operates only between Bakersfield and San Bernardino.) A fourth shuttle trip operates between San Bernardino and Hemet, connecting with one of the Indio schedules, and using the same bus as the Bakersfield-Hemet round trip. To move this bus from Hemet back to San Bernardino and vice-versa, a second San Bernardino-Hemet round trip was added which also provides connections to and from Amtrak's *Southwest Chief*. At the same time, a new stop was added at the retirement community of Sun City in Riverside County.

Bus Route 34 connects with the two trains serving Sacramento, offering Bay Area connections from Stockton to Oakland and San Francisco.

Bus Route 35 began in late April 2004. The San Jose - Santa Cruz portion of Route 6 (along with *Capitol Corridor* Route 22) was combined with the Highway 17 Express service operated by Valley Transportation Authority (VTA) and Santa Cruz Metropolitan Transportation District (SCMTD). The Department and the *Capitol Corridor* Joint Powers Authority are providing funding to VTA

and SCMTD for the operation of service on weekends and extension of service into downtown Santa Cruz. In exchange, Amtrak passengers are able to use their Amtrak tickets on the Highway 17 Express, which also carries local transit passengers. This change also avoided costly duplication of service and provided additional connections on weekdays. Results from the first two years of service have exceeded all expectations. Consequently, financial support from the Department has been much less than budgeted. (25 percent of the State's share of the cost of this route is allocated to the *San Joaquin* Route and 75 percent to the *Capitol Corridor*.)

Bus Route 37 began operating at the end of October 2005. This new route offers two daily round trips between a *San Joaquin* connection at Merced and the cities of Los Banos, Hollister, San Juan Bautista, Salinas and Monterey. At Salinas, this route also provides Monterey connections for Route 17 and 36 buses operating between the Bay Area and Central Coast train connections. At Merced, *San Joaquin* connections can be made in both directions, doubling the usefulness of this bus route.

Amtrak Transbay Bus Route 99 Amtrak also provides bus connections between Emeryville and six stops in San Francisco. Route 99 not only connects with all *San Joaquin* trains that serve the Bay Area, but also with all *Capitol Corridor* trains, the Coast Starlight, and the *California Zephyr*.

***Capitol Corridor* Bus Connections -** In addition to the 13 bus routes described above, the *Capitol Corridor* feeder buses also provide connections with the *San Joaquins*. Destinations through Sacramento include intermediate points from Roseville to Reno/Sparks, as well as Placerville, Lake Tahoe, and Carson City.

MARKETING

MARKETING ACTION PLAN

Advertising and Public Relations

- Conduct fall, winter, and spring promotions in 2005-06 and 2006-07 using a variety of media, as appropriate to the promotional themes, to assist in the goal of achieving or exceeding projected ridership gains of 7.9 percent in 2005-06 and 5.0 percent 2006-07.
- Implement advertising partnerships in 2005-06 and 2006-07 with local organizations such as the Lodi Convention and Visitors Bureau, Castle Air Museum near Merced, the City of Stockton Chamber of Commerce, and similar venues.
- Conduct groundbreaking ceremonies for the Madera station in 2006-07.

Community Outreach

- Continue multimedia presentations to service clubs and other interested parties in 2005-06 and 2006-07.

Group Travel Program

- Continue promotion of "Kids 'N Trains" Program, and conduct a survey of program users in 2006-07 to evaluate program structure and identify program refinements.
- Develop a multimedia outreach presentation to promote the Senior Travel Program in 2005-06. Evaluate the Program in the end of 2005-06 to determine plans for 2006-07.
- Expand the college student travel discount program in the fall of 2006.

Marketing Funding

The Division's budget includes $5 million in State FY 2005-06 for intercity rail marketing. This amount, unchanged in eleven years, is divided among the three intercity rail routes – *Pacific Surfliner*, *San Joaquin*, and *Capitol Corridor*. (The *Capitol Corridor* Joint Powers Authority [CCJPA] administers *Capitol Corridor* marketing funds.)

In 2005-06, $3.8 million in State funds are budgeted for marketing expenditures on the *Pacific Surfliner* and *San Joaquin* Routes. The same amount is budgeted in the Proposed 2006-07 Governor's Budget. Typically, media advertising receives just under $3.0 million of these funds, and the remainder is divided between rail safety, passenger information, and market research. The remaining $1.2 million in marketing funds go to the *Capitol Corridor*. Amtrak supplements the

Department's annual budget with an additional contribution for media advertising, which in 2004-05 was $1.2 million. Amtrak contributed $200,000 of this amount to the *San Joaquins*. Amtrak plans similar expenditures in 2005-06 and 2006-07. Thus, the total annual marketing budget for the three corridors in 2005-06 is $6.2 million.

Advertising and Public Relations

The Department and Amtrak combine resources to create a single advertising program for California services. In 2004-05, the Department renewed the two-year marketing contract using a competitive bid process. Glass-McClure Advertising of Sacramento was awarded the contract for $4.9 million over the two-year period of 2004-05 and 2005-06. The Department and Amtrak direct Glass-McClure in the development of the joint marketing program. Contract services include strategic planning, media planning, production and creative services, media buys, public relations services, promotions and partnership development services. The Department also spends about $600,000 annually in non-contract advertising activities, such as special advertising in bus markets. A new request for proposal solicitation was released in April 2006, and a new three-year contract should be in place by October 2006.

The vast majority of California travelers are not aware that intercity passenger rail service exists. Thus, the first goal of advertising is to make travelers aware of intercity passenger rail service as a travel option. The second goal is to spur travelers to chose that travel option. Therefore, advertising and public relations will assist in the achievement of ridership performance standards of a 7.9 percent ridership increase in 2005-06 and a 5 percent ridership increase in 2006-07.

The Department seeks to make every advertising dollar as cost-effective as possible by targeting the most productive markets. Thus, market research has been done to determine that the most productive target populations are families, the "mature market" (people over 50) and Hispanic persons. Market research is also done to determine the most effective message and media choice for the target population and specific campaign. While the Department most often uses radio, newspaper and outdoor advertising, other media including targeted direct mail, internet advertising, religious and minority press, traffic report sponsorships, and gasoline pump toppers have also been used strategically to accomplish certain campaign goals. Also, the Department continues to pursue advertising partnerships to stretch the marketing budget.

Advertising Plan – The 2005-06 plan uses themes related to seasonal activity and is focused on the three target populations. A 2005 fall campaign was directed at the senior market and the hispanic/general/families market using a combination of radio, TV and online ads. The campaign continued the "Travel Made Simple" concept and promoted everyday low fares in place of specific discounts. A winter promotion in January and February 2006 featured the highly successful "lowest

everyday fares" theme using English and Spanish radio, TV and online advertising to reach seniors, general public and Hispanic market segments. Spring and summer promotions focus on family travel using English and Spanish radio, TV, outdoor billboards, and online ads to reach the traveling audience. Outdoor advertising will continue into the summer, with an "Everyday Low Fares" message as part of a "Vacations Made Simple" advertising theme that encourages families to ride Amtrak California to favorite destinations.

The 2006-07 advertising plan will also focus on the Department's target populations using seasonal promotions. A fall, winter and spring campaign is planned that will use similar themes and advertising media as in 2005-06.

Advertising Partnerships - The Department also pursues a variety of partnerships in advertising. Efforts in this area have resulted in ongoing partnerships with the California State Railroad Museum, Applebee's Restaurants, Six Flags Marine World, the Hanford Visitor Agency, Colonel Allensworth State Historic Park, the Sacramento Convention and Visitors Bureau, the City of Martinez Chamber of Commerce, and the Golden State Museum. In 2005-06 and 2006-07, the Department plans to develop and implement partnerships with local organizations such as the Lodi Convention and Visitors Bureau, Castle Air Museum, the City of Stockton Chamber of Commerce and similar venues. The Department also continues to partner with the San Joaquin Valley Air District by advertising the air quality benefits of the train. Additionally, national Amtrak campaigns will be used to augment or complement the advertising efforts in California markets.

Public Relations - The public relations plan works in conjunction with the advertising plan to improve ridership and revenue by offering promotional programs and special events, such as press conferences, station grand opening events, and service inauguration celebrations. This program is far more personal and hands-on than the advertising program but is designed to work in conjunction with and support advertising efforts. The public relations program includes media relations; production of brochures and informational materials including the quarterly newsletter, "Making Tracks"; and design and development of displays for use at fairs, special events, and exhibits.

Public relations plans for 2005-06 include dedication of a pedestrian/vehicular underpass at Fresno City College and events that highlight new thruway bus connections. "Making Tracks" will continue to be printed quarterly each year and will be used to support offers in the market, highlight destinations, and promote special events accessible to train travelers. Public relations activities for 2006-07 will include groundbreaking celebrations for the Madera station.

Community Outreach

The Community Outreach program is conducted in-house and customized for each group. The goal is to promote *San Joaquin* ridership and explain rail programs and policies. In order to make each community feel a part of the corridor, the Department, with assistance from the San Joaquin Valley Rail Committee, continues to:

- Conduct multi-media presentations for service clubs, chambers of commerce, schools and other interested groups to foster open communication between communities and the Department and stress the value of partnership. The Department delivered the presentation to 17 service clubs and other interested groups in 2004-05, and will continue to offer the presentation to groups in 2005-06 and 2006-07.
- Include station agents in outreach efforts to establish a local tie to communities. Previous year efforts resulted in several references by station agents to interested local groups for presentations.
- Sponsor local events at low or no cost.
- Promote station pickup service by hotels and rental car companies.
- Staff display booths at targeted group conventions and conferences.

Group Travel Program

Kids 'N Trains - The youth field trip group program ("Kids 'N Trains") began its sixth full season in September 2005 and the program has exceeded 151,000 boardings on the *San Joaquins* over the life of the program. The Department continues to refine the program to make it more user-friendly and easier to assimilate into existing Amtrak reservation and operations systems. In 2004-05, program refinements included expanded destination information on the Department's website. The "Kids 'N Trains" program was also promoted during 2004-05 at three statewide educator's conferences and conventions, and nine school trips resulted with more than 400 passengers.

In 2005-06, the Department has additional plans for the program. The Department plans to return to the educators' conferences and seek other similar venues. In addition, teacher and group leader workshops are being conducted at various locations in partnership with educational organizations to further promote youth group travel. A modified fare structure begun in 2004-2005 to more evenly distribute boardings throughout the nine-month "Kids 'N Trains" season, resulting in higher overall ridership and increased revenue. The season began with a reduced zone fare of $3.00 per person round trip per zone, as opposed to the previous years' $5.00 fare, then doubled all zone fares from March through the end of the season. As a result, more riders were attracted to the months when travel has been low, thereby providing a better balance in ridership.

A survey of program users will be conducted at the end of the 2005-2006 season to identify any refinements needed for the program. An evaluation of the program's overall structure will also be conducted.

Senior Travel Program - In January 2004, the Department began a new senior group travel program ("All Aboard Seniors!") patterned after the "Kids 'N Trains" program. Despite a later start this season (March 2006), six trips have already been reserved. Plans for the 2007 season include the development of a senior-specific multi-media outreach presentation to promote "All Aboard Seniors!" and senior travel on the *San Joaquin* in general. The program will be offered to senior groups and other similar venues, much the same as the general community outreach presentation. The program will be evaluated towards the end of 2006 to determine program plans for 2007.

Student Travel Program - In 2004, the Department conducted research that showed strong market potential for student riders, and that students desire a simple and straightforward discount program. Based on the results of this prior market research, in the fall of 2005, the Department and Amtrak launched a trial college student discount program. The discount program provides a 20 percent discount to students who show a student card from selected colleges. Like most other discounts on Amtrak, a minimum three-day advance purchase and blackout days apply.

Students from Fresno City College, Fresno State, the new University of California, Merced, and the California Polytechnic State University at San Luis Obispo are now eligible for the student discount. The program was widely promoted in the fall of 2005 with new student orientation materials, campus information booths, and in collaboration with university officials. Ridership from September 2005 to March 2006 yielded over 1300 trips and generated more than $32,000 in revenues statewide.

Starting in the Fall of 2006, additional locations under consideration for possible expansion of the trial are University of the Pacific in Stockton and the California State University in Bakersfield. Each institution has specific marketing advantages: the *San Joaquin* route travels directly through Fresno City College, so there is a high awareness of trains on the campus; California State Universities in Fresno and Bakersfield are centrally located and attract students statewide; students are just now establishing travel patterns to UC Merced; and Amtrak Thruway motorcoach connections from Hanford bring passengers directly to Cal Poly-San Luis Obispo.

Rail Safety

The Department's rail safety campaign is designed to educate the public about the dangers of railroad tracks. The Department coordinates its rail safety activities with California Operation Lifesaver, the state affiliate of the national nonprofit organization whose major focus is encouraging safe behavior at railroad grade

crossings and discouraging, for safety reasons, trespassing on railroad property. The state organization is a coalition of railroads; federal, State, and local agencies; and private businesses and individuals concerned about promoting safety. The Department is a member of the California Operation Lifesaver Board of Directors. Each year, it works with the Operation Lifesaver campaign on a combination of media advertising and public education events concentrated on certain geographically prioritized areas where accidents have happened. The annual budget for this effort is $70,000 statewide.

In FY 2005 the Department with the assistance of the Federal Railroad Administration used these funds to launch a new program of rail safety for middle and high schools in California. The program called "The A to Z Project" called on schools to help end train related tragedies that involve children. It included a 36-page booklet on train safety and a CD that includes two rail safety films.

The booklet and CD were sent to middle and high schools for introduction into the fall 2004 school curriculum. In FY 2006, Hayward, located on the *Capitol Corridor*, was identified as a "hot spot" where several preventable trespassing incidents had occurred and a print and electronic media campaign was mounted to remind local residents of the need for safe behavior and to avoid trespassing. For the coming year, the Department's contract advertising agency is developing a "Quick Response" media strategy that allows the safety message to appear in close time proximity to media reports of trespassing and grade crossing incidents wherever in the state they occur. In addition, we are developing "kits" in other languages to allow community groups to convey the safety message to all audiences.

In addition, to the marketing efforts outlined above, the Department, in conjunction with the California Public Utilities Commission, oversees and administers safety-related capital improvement programs such as the Section 130 Federal Crossing Improvement Program and Section 190 State Grade Separation Program to improve and construct rail/vehicle crossings for increased safety.

Market Research

The Department contracts with Amtrak for market research services. With the Department's participation, Amtrak contracts with various market research firms to determine target markets, advertising themes for campaigns, and the effectiveness of campaigns and marketing tools.

To conduct successful marketing, the Department needs to understand the Amtrak California customer's needs, desires and preferences. To obtain this knowledge, the Department performs and periodically updates on-board surveys rotated by season. These surveys also provide demographic information along with a picture of travel behavior. Profiles are created of typical riders covering income, ethnicity, travel frequency and trip purpose, among other things. The Department also surveys non-users to determine why they do not use intercity rail services.

The Department does random periodic non-user surveys of those who make three or more annual trips of 75 miles or more between cities served by the train or connecting buses.

Market research is also used to measure the effectiveness of marketing expenditures to ensure that marketing is accomplishing its intended aims. Since most marketing dollars are spent on advertising, a large part of the research budget focuses on measuring advertising effectiveness. When new campaigns are contemplated, they are tested before audiences of train riders and non-riders. These audiences are asked their reactions to message and creative approach, and subsequent ads are created with the results in mind. After a campaign runs, awareness and recall are measured to determine whether the aims of the ads were realized. Firms that are independent of the advertising agency conduct all advertising research.

The Department also contracts with Amtrak for the operation and development of the Rail Ridership/Revenue Forecasting Model. It is used by the Department and Amtrak to estimate the ridership and revenue impacts of major service changes, such as new services, route extensions or truncations, and frequency and fare changes.

CHAPTER IV
CAPITAL PLAN

CAPITAL ACTION PLAN

Track and Signal Projects

- Complete Phase I work on 17.6 miles of double track from Port Chicago to Oakley. Installation of Centralized Traffic Control (CTC), and siding construction are planned for completion in summer 2007.
- Complete construction of the 8.5-mile double track segment between Calwa to Bowles in summer of 2007.

Station Projects

- Continue development of the new Stockton and Madera stations in 2005-06 and 2006-07.

Equipment

- Continue work to overhaul the original California Cars used on the *San Joaquin* Route.
- Contract for replacement of outdated destination sign system on California Car fleet with state-of-the-art audio and visual passenger information system with completion in 2007-08.

CAPITAL PLAN GOALS

This chapter will focus on current capital projects (excluding minor capital projects). For the *San Joaquin* Route long-term capital program, see the *California State Rail Plan - 2005-06 to 2015-16* (Rail Plan).

Completion of the capital projects in the short-term capital plan are necessary for the achievement of the performance measure standards as listed in **Figure 2.1**. The OTP standard (as listed in **Figure 2.1**) is 75 percent for both 2005-06 and 2006-07. On the *San Joaquin* Route, current track and signal projects focus on improving speed and reliability. Current station projects are all focused on large urban stations.

Capital program development and implementation are based on the capital project priorities stated in the Rail Plan. These priorities are:

- Increase capacity on existing routes to allow increased frequencies and improved reliability as a result of better OTP.

- Reduce train running times to attract riders and to provide an efficient service, with travel times directly competitive with the automobile.
- Improve operational functioning and attractiveness of equipment, stations and facilities, including improved multimodal connectivity.
- Increase the farebox ratio to reach or exceed the Department's 50 percent standard. (Furtherance of the three above goals will result in improved cost-effectiveness through an increase in revenues and a reduction in costs, with the resulting increase in farebox ratio.)
- Improve the safety of State-supported intercity rail service, including grade crossing improvements and closures.

The best running time goal for the *San Joaquins* (as listed in the 10-Year Rail Plan) is 5:51 between Oakland and Bakersfield and 5:05 between Sacramento and Bakersfield. The current average running time is 6:09 between Oakland and Bakersfield and 5:17 between Sacramento and Bakersfield. The Rail Plan does not project an increase in service levels until 2010-11, at which time the seventh round-trip is projected to be added.

CAPITAL PLAN SUMMARY

Figure 4.1 is a summary of all capital investments on the corridor since the Department began participation in funding and administering the route in 1980. A total of over $751.5 million has been spent, allocated or programmed on the route on stations, track, signal, equipment, and maintenance facilities projects since 1980. Note that these figures include some projects that have no direct State financial involvement.

This Business Plan focuses on the intercity passenger rail short-range capital program. Currently $111.3 million in projects are underway and an additional $87.3 million in projects are programmed. Thus, the short-range capital program (through 2010-11) includes $198.6 million in projects. Projects that are underway are detailed in **Figure 4.2**, and programmed projects are detailed in **Figure 4.3**. Together, **Figures 4.1, 4.2** and **4.3** give a complete picture of the capital projects and improvements on the corridor.

The allocation of Traffic Congestion Relief Program (TCRP) funds was suspended from December 2002 until Fiscal Year 2005-06. Originally, a total of $25 million in TCRP funds were specified for the *San Joaquin* Route, of which the Commission has allocated $3 million. The remaining $22 million is reserved for *San Joaquin* Route double track improvement projects. Under the Commission's March 2006 allocation Plan, these funds may be available for allocation in FY 2006-07. TCRP funding is included in **Figures 4.2 and 4.3**.

The new 2006 STIP, adopted by the Commission in April 2006, programs $10,500,000 in new funding for *San Joaquin* Route intercity rail projects.

Unallocated projects previously programmed in the 2004 STIP were carried forward in the 2006 STIP.

The Rail Plan shows the long-range ten-year capital plan. The unconstrained plan for the route (as shown on **Figure 2A** of the Rail Plan) has $387.9 million in projects. Thus, it is clear that the funds contained in the 2006 STIP are not adequate to fund the longer-range intercity passenger rail capital plan. The long-range plan includes the assumption that a seventh frequency would be added in 2010-011 and an eighth frequency would be added in 2014-15.

Some further explanation on **Figures 4.2** and **4.3** is provided here. **Figure 4.2** shows all projects that are currently underway. Projects are defined as being underway if State funds have been allocated by the CTC, or if other fund sources (such as Amtrak, local or federal funds) are under contract. **Figure 4.3** shows all projects that are programmed for funding – generally in the 2006 STIP. It is important to note that a single project will usually be funded from multiple funding sources, and larger projects are often funded and completed in phases. Therefore, one project (particularly larger projects) could be listed on both **Figures 4.2** and **4.3** and also be included in the "Completed" column on **Figure 4.1**. As an example: the completed first phase of a project would be listed on **Figure 4.1**; allocated but unexpended funds for the second phase of the project would be listed on **Figure 4.2**; and programmed funds for later phases of the project would be listed on **Figure 4.3**. Thus, these figures show the completed, current and programmed activity for all projects.

Figure 4.1- Summary of Capital Projects

SAN JOAQUIN ROUTE **Intercity Rail Capital Projects Summary** *(Dollars in thousands)*				
Project Type	**Completed (1979-Present)**	**Underway**	**Programmed**	**Total**
Track and Signal	$ 239,681	$ 87,981	$ 60,061	**$ 387,723**
Stations	$ 113,833	$ 9,115	$ 27,235	**$ 150,183**
Maintenance Facilities	$ 65,873	$ -	$ -	**$ 65,873**
Equipment	$ 133,506	$ 14,188		**$ 147,694**
Total	**$ 552,893**	**$ 111,284**	**$ 87,296**	**$ 751,473**

Figure 4.2 – Detail of Capital Projects – Underway

SAN JOAQUIN ROUTE **Intercity Rail Capital Projects Underway** *(Dollars in Thousands)*			
Project Description	**State Funds**	**Other Funds**	**Total Funds**
TRACK AND SIGNAL PROJECTS			
Phase I - Port Chicago to Oakley - Double Track Environmental engineering and design for 17.6 miles of double track; install CTC and construct siding	$ 33,900		$ 33,900
Port Chicago-Fresno Track Improvements Upgrade four bridges and twenty five rail crossings		$ 15,050	$ 15,050
Wilbur Avenue Crossing Improvements Construct grade crossing improvements		$ 539	$ 539
Signal System Improvements Upgrade BNSF wayside signal system		$ 7,118	$ 7,118
Stockton - Fresno County Grade Crossing Improvements Upgrade crossing protection with lighting		$ 250	$ 250
Denair to Fluhr Crossing Improvements Construct grade crossing improvements		$ 2,515	$ 2,515
Merced to Le Grand Crossing Improvements Construct grade crossing improvements		$ 2,553	$ 2,553
Santa Fe Drive Crossing Improvements Construct grade crossing improvements		$ 629	$ 629
Calwa-Bowles Double Track and Signal Improvements Design and construct double track and related signal enhancements on 8.5 mile track segment	$ 20,000		$ 20,000
Calwa to Bowles Crossing Improvements Construct grade crossing improvements		$ 2,361	$ 2,361
Manning Avenue Crossing Improvements Construct grade crossing improvements		$ 264	$ 264
Bowles to Conejo Crossing Improvements Construct grade crossing improvements		$ 1,111	$ 1,111
Conejo to Corcoran Crossing Improvements Construct grade crossing improvements		$ 689	$ 689
Conejo to Laton Crossing Improvements Construct grade crossing improvements		$ 1,002	$ 1,002
TOTAL TRACK AND SIGNAL PROJECTS	**$ 53,900**	**$ 34,081**	**$ 87,981**

(See next page for station and equipment projects)

Figure 4.2 – Detail of Capital Projects – Underway (Continued)

SAN JOAQUIN ROUTE **Intercity Rail Capital Projects Underway** *(Dollars in Thousands)*			
Project Description	**State Funds**	**Other Funds**	**Total Funds**
STATION PROJECTS			
Emeryville			
Design bus terminal and parking structure, construct station improvements	$ 67	$ 1,114	$ 1,181
Richmond			
Design and construct a new station and an 800 space parking garage	$ 959	$ 4,944	$ 5,903
Sacramento			
Improve parking lots, auto and bus circulation, security and lighting, and addition of a canopy over the bus loading area.	$ 725		$ 725
Stockton - Amtrak New Station (BNSF)			
Design and environmental documentation for new station, purchase ROW	$ 370		$ 370
Madera (Country Club Dr.) Station			
Construct a two-lane access road, parking, platform, and shelter for new station.	$ 95		$ 95
Fresno			
Construct station parking	$ 626		$ 626
Multiple Station			
Station improvements including real time passenger information signs and ADA Compliance	$ 310		$ 310
TOTAL STATION PROJECTS	**$ 3,152**	**$ 6,058**	**$ 9,210**
EQUIPMENT PROJECTS*			
66 California Cars			
Rebuild rail cars	$ 14,188		$ 14,188
TOTAL EQUIPMENT PROJECTS	**$ 14,188**	**$ -**	**$ 14,188**
TOTAL ALL PROJECTS UNDERWAY	**$ 71,240**	**$ 40,139**	**$ 111,379**

* - The 66 car Northern California equipment fleet is shared between San Joaquin Route and the Capitol Corridor. However, dollar amounts shown are only for the San Joaquin portion of the fleet.

Figure 4.3 – Detail of Capital Projects – Programmed

SAN JOAQUIN ROUTE **Intercity Rail Capital Projects Programmed** *(Dollars in Thousands)*	
Project Description	**State Funds**
TRACK AND SIGNAL PROJECTS	
Capitalized Maintenance	
Track and signal upgrades	$ 2,000
Stockton Northwest Quadrant Track Connection	
Design, purchase land, and construct track connection	$ 5,000
San Joaquin Route Capacity Improvements	
Track and signal improvements between Stockton and Bakersfield	$ 43,061
Kings County Track&Signal Improvements	
Construct a segment of double track with signal improvements	$ 10,000
TOTAL TRACK AND SIGNAL PROJECTS	**$60,061**
STATION PROJECTS	
Emeryville	
Construct bus terminal and parking structure	$ 4,310
Richmond	
Design and construct an 800 space parking garage	$ 4,320
Martinez	
Acquire land for additional parking	$ 5,500
Elk Grove Station	
Construct 8" above top of rail platform with shelter and lighting for the new station	$ 800
Stockton-Amtrak New Station (BNSF)	
Complete design and construct new station	$ 7,200
Stockton-ACE (SP)	
Renovate former SP Depot for use by ACE and San Joaquin Route trains, including upgrading platform and shelter for a new station	$ 4,400
Madera (County Club Dr.)	
Construct a two-lane access road, parking lot, platform, and shelter for a new station	$ 705
TOTAL STATION PROJECTS	**$ 27,235**
TOTAL ALL PROJECTS PROGRAMMED	**$ 87,296**

TRACK AND SIGNAL PROJECTS

Following are descriptions of track and signal projects that have been completed since 2000 or are underway or programmed. Only projects with a total cost of $2 million or greater are listed. The projects are listed geographically from north to south.

The State does not own any track on the *San Joaquin* corridor. Between Oakland-Jack London Square and Port Chicago, and Sacramento and Stockton, the track is owned by UP. Between Port Chicago and Bakersfield, the track is owned by BNSF. Nevertheless, the State funds and oversees many track and signal projects.

Capitalized Maintenance – $2 million for track and signal upgrades along the entire *San Joaquin* Route.

Martinez-Port Chicago Track and Signal Improvements – This project on the Union Pacific line was completed in mid-2002. From Martinez to Port Chicago, the Mococo Line Project provided approximately seven miles of new rail and CTC signals, and the capability of increased speed to 79 mph and reduced running time by six minutes. The cost of the project was about $6.9 million.

Phase I – Port Chicago-Oakley Double Track – This $33.9 million project is Phase I of a double tracking project of 17.6 miles from Port Chicago to Oakley. Phase I will include engineering, design, and environmental work for double tracking of the entire 17.6 miles. The project also includes extension of CTC signals on the entire segment and extension of a siding at Pittsburg. The CTC and siding project will reduce delays and decrease running times. The double-tracking project will increase efficiency, and is projected to be completed by the summer of 2007.

Port Chicago-Fresno Track Improvements – This ongoing $15.1 million project funded by BNSF Railway will upgrade four bridges and twenty-five rail crossings.

Signal System Improvements – BNSF Railway has allocated a total of $23.2 million over six fiscal years 1996-97 through 2001-02 to upgrade their wayside signal system by installing electronic coded track. Work has been completed and $16 million has been expended to date on this project.

***San Joaquin* Route Grade Crossing Improvements –** A total of $11.9 million has been allocated for nine grade crossing improvement projects. These projects will improve safety and on time performance.

Orwood Drawbridge Upgrades and Stockton Speed Improvements – This $9.9 million project completed in mid-2002 converted sidings to two main tracks, raising speeds to 79 mph where possible. Also, the Orwood Bridge was upgraded for 60 mph speed.

Sacramento-Stockton Track and Signal Improvements on Former SP Line – From Sacramento to Stockton, a $40.1 million project on the former SP main line to install new track, new signals, and improved sidings throughout the 50 miles was completed in Spring 2002. This improvement allowed the two Sacramento trains to be rerouted to the former SP line (now owned by UP). The trains now serve the new Lodi station, and running times were reduced by an average of 17 minutes.

Stockton Northwest Quadrant Track Connection – This $5 million project includes, design, right of way acquisition and construction of a track connection in Stockton between the Union Pacific Railroad (UP) and the BNSF Railway. This connection will improve schedule and fleet flexibility for the *San Joaquin* service, eliminate the need for existing bus transfer between the Stockton Amtrak

station on the BNSF and the ACE/Amtrak station on the UP, and will provide additional service opportunities.

***San Joaquin* Route Efficiency Improvements** – $43.1 million is programmed for track and signal improvements between Stockton and Bakersfield.

***San Joaquin* Route Double Tracking – Engineering** – Final engineering for several double track projects (Stockton to Escalon, Calwa to Bowles near Fresno, and Shirley to Guernsey near Hanford) was completed in mid-2001.

Calwa-Bowles Double Track and Signal Improvements – $20 million has been allocated to design and construct 8.5 miles of double track and related signal improvements. Construction started in March 2002 on the project with final completion estimated in summer 2007. This project should allow a five-minute running time reduction on four- trains at the fall 2007 schedule change and improve OTP.

Shirley-Hanford Double Track and Signal Improvements – $22.0 million has been allocated to construct double track and related signal improvements on 5.8 miles. This project has improved speeds and OTP. The track work was completed in early 2006, allowing five-minutes to be reduced from the schedules of four trains in April 2006.

Kings County Double Track and Signal Improvements – $10 million is programmed for double track and signal improvements.

STATION PROJECTS

Below are descriptions of station projects that were completed since 2000, or are underway or programmed. The stations are listed in geographical order. Only projects with a total cost of $2 million or greater are described.

The State does not own any stations on the San Joaquin Route. The stations are owned by the cities, Amtrak, railroads, or private development companies. However, the State funds and oversees many station improvement projects.

Emeryville – $1.8 million in funds have been allocated to construct station track and platform improvements, with completion planned by fall 2006. Additionally, $1.1 million has been allocated to design a bus terminal with nine bus bays and a 337-space parking garage. An additional $4.3 million has been programmed to construct the bus terminal and parking garage.

Richmond – $680,000 in funds have been allocated to design a new 800-space parking garage. $4.3 million in additional funding has been programmed for construction of the parking garage. A related project is the design and construction of an upgraded station. $4.7 million is programmed for this project, which will include a new station building, walkway, kiosk, waiting area and improved bus access. The new station, like the old one, will serve both BART and

Amtrak. However, the multi-modal access will be much improved, including space for staffing at the station, better security, and passenger waiting area. The first phase of this project, a new center platform and center elevator, was opened in July 2001. In a closely related project, the City of Richmond is constructing a hallmark transit village, adjacent to the station.

Martinez – A new station was completed in October 2001. The project included a new station building, platform, extensive track and signal work, and a new parking lot. Currently, $5.5 million is programmed to acquire land for additional parking.

Sacramento – The Department, the City, and Amtrak have funded almost $3.0 million in short-term improvements to the station. These improvements corrected major deficiencies to the existing historic station.

In Spring 2005, the Sacramento Regional Transit District (RT) began work at Sacramento Station to extend light rail service to the station. This extension will provide platform-to-platform transfers between Amtrak and RT trains and service is scheduled to begin in late 2006. Projects at the station include improving the surrounding surface parking lots, auto and bus circulation, security and lighting, and addition of a canopy over the bus loading area. In March 2006, the State added $725,000 in funding to help complete this work. Simultaneously, a private developer has renovated the adjacent (REA) building to accommodate retail and commercial space on-site.

A private developer, in cooperation with the UP, has proposed a massive redevelopment project for the Sacramento rail yard area, which includes the present Amtrak station, platforms and parking lots. Included in the overall plan is the relocation of the UP's main line tracks to straighten the existing curve, and moving the existing historic train station close to the relocated tracks. Sacramento Station is the busiest rail station in northern California in terms of ridership, and is only second statewide to Los Angeles. The Department is concerned that this project guarantee that rail travelers will not have their access, parking and utility reduced by either the final design or during project construction.

Therefore, the Department has been actively participating in the environmental analysis of the proposal to redevelop the Sacramento rail station facility, and presented it's concerns to the City of Sacramento as part of the "Notice of Preparation" process in April 2006. Timing expectations for the preparation of the California Environmental Quality Act (CEQA), Environmental Impact Report (EIR) are that the Draft Environmental Impact Report (DEIR) will be completed and ready for circulation by September 2006 and scheduled for City Council approval by April 2007. At that time, National Environmental Policy Act (NEPA) considerations will be addressed including the proposal to move the UP tracks and the train station. The final NEPA portion of the overall analysis must address the Department's above stated concerns about the Amtrak station in Sacramento.

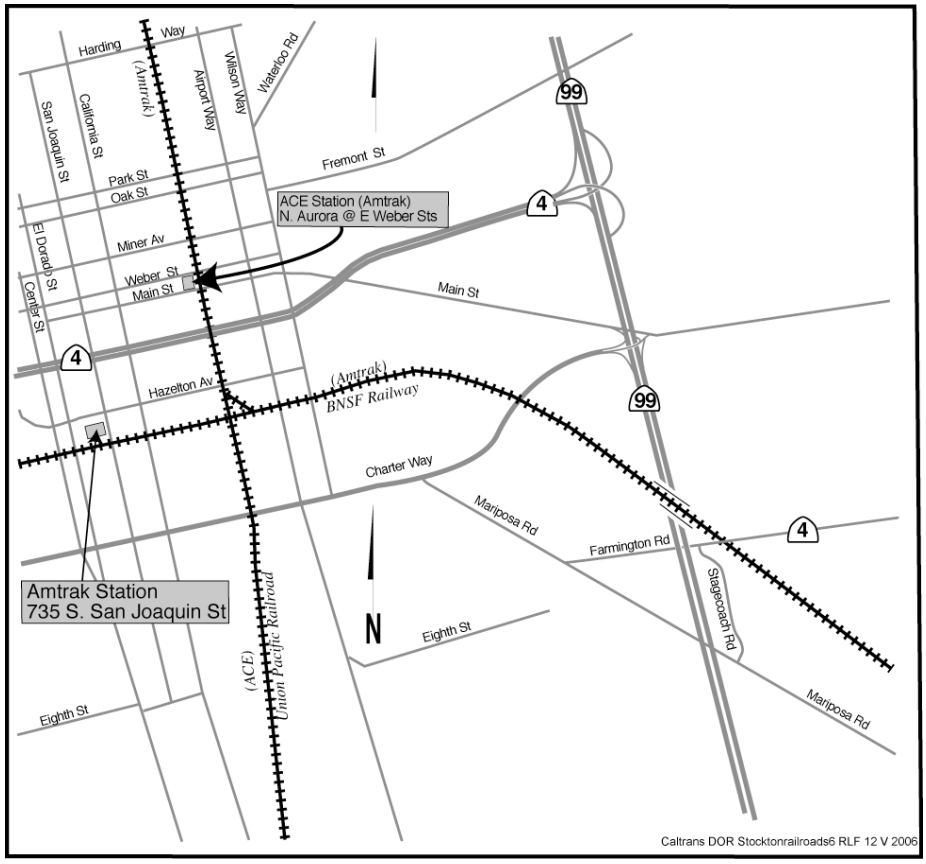
Lodi – In October 1999, the old station was rehabilitated at a cost of $5.4 million. The station now serves the two *San Joaquin* trains that go to Sacramento, as well as the connecting buses that link Stockton and Sacramento. Also, a $5.4 million parking structure project was completed in 2002.

Stockton Amtrak New Station (BNSF) – The existing Stockton Amtrak station is located in the former Santa Fe depot, west of the BNSF/UP crossing. It serves the four Bakersfield-Oakland trains but is not on the direct route of Bakersfield-Sacramento service. Another rail station in Stockton, the Altamont Commuter Express (ACE) station, completed in the fall of 2003, serves the two Bakersfield-Sacramento trains at the site of the former SP depot, north of the BNSF/UP crossing, but is not on the direct route of Bakersfield-Oakland service.

With the initiation of train service to Sacramento, it was decided that a new Stockton station location should be chosen that would serve both Sacramento and Oakland bound trains. This location will be on the BNSF at a point east of the BNSF/UP crossing and will serve all *San Joaquin* trains. $7.2 million has been programmed for design and construction.

Figure 4.1 is a map showing the various rail lines and current station locations in the Stockton area.

Figure 4.1 - Stockton Passenger Rail Lines and Existing Station Locations



Stockton ACE (SP) – Extensive rehabilitation of the old, abandoned SP station was completed in the fall of 2003. $4.4 million in improvements to the ACE station are programmed to accommodate *San Joaquin* service to Sacramento.

Merced – A new station costing $1.8 million was completed in August 2000 at the site of the old station. The new station provides improved passenger amenities, parking, and access.

Madera (Country Club Dr.) – The current Madera Station will be relocated to a site that is closer to the Madera population center and is more convenient for passengers than the existing station location in a warehouse area. The project will include design, purchase of right-of-way, construction of a two-lane access road, a new parking lot, platform, and shelter for the new station. To date, $800,000 has been programmed for this project that will be under development in 2005-06 and 2006-07.

Fresno –This project rehabilitated the historic 1899 California mission-style Santa Fe depot to serve as the new Fresno station. The grand opening celebration was held on November 19, 2005. A total of $6.2 million (including $1.7 million in City funds) was invested in this project, which included renovation of the depot and plazas, plus new landscaping and parking improvements. The project also includes a mixed-use component with 21,000 square feet to be rented for office, restaurant and other uses. $1.9 million has been allocated to construct additional station parking.

Bakersfield – A new $13.7 million station, located on a six-acre site, opened in July 2000. The construction included two underpasses, the closing of several crossings, 12 bus bays with standby parking for 11 additional buses, 265 parking spaces, a double platform, layover facilities, three new station tracks, and a new two-story building. In addition, $1.4 million in track improvements were completed to improve access to the station.

OAKLAND MAINTENANCE FACILITY

This new facility opened in November 2004. It is a 141,000 square-foot maintenance and inspection facility to accommodate the State-owned 78 California Cars and 17 locomotives used on the *San Joaquins* and *Capitol Corridor*, and Amtrak's equipment used on the *California Zephyr*. The new facility is located at Third and Union Streets adjacent to the existing UP rail yard to the south and I-880 to the north. The facility includes a yard and associated buildings that support the storage, servicing, inspection, and normal maintenance functions for the cars and locomotives, including a train washer. When funding becomes available additional improvements to the facility are planned, including crew quarters, commissary and office space.

EQUIPMENT

The *San Joaquin* Route uses State-owned California Car equipment from the Northern California equipment pool. This equipment is shared between the *San Joaquin* and *Capitol Corridor* routes. The pool consists of 78 cars and 17 locomotives. Rolling stock consists of bi-level coach, baggage and food service cars.

Since the spring of 2001, the pool has included the original 66 California Cars purchased by the State with pioneering design that improves efficiency and passenger comfort. The Northern California Pool also includes 12 new cars, purchased by the Department as an option to Amtrak's *Pacific Surfliner* fleet order for Southern California. The 12 new cars were placed in service by early 2002. The State expended over $50 million in funds from a variety of sources to buy additional cars for both the southern and northern California fleets. The 12 northern California cars were specifically adapted to northern California standards. They include expanded baggage and bike storage, additional tables, power outlets at every seat, and wheelchair lifts. The cars include five cab-coach-baggage cars, five coaches, and two café cars. At the same time, the State also purchased six new General Motors F59PHI locomotives.

The 12 *Pacific Surfliner* cars completed their three-year warranty period in 2005. During the warranty period, the Department conducts regular inspections, documents equipment failures, evaluates defects to determine fleet-wide impacts, and coordinates with Amtrak for repairs. In 2005, the Department conducted a final three-year audit on the cars. After the warranty period the cars enter into Amtrak's preventative maintenance program with overhauls at four, six and eight years. The Department oversees this program.

In 2003-04, the Department contracted for the mid-life overhaul of the original 66 California Cars. Design, engineering and the completion of the overhaul of the four pilot (prototype) cars (cab, coach, foodservice and baggage) is complete. Production started in 2004 and production is to be completed in 2007-08. The mid-life overhaul includes the overhaul of many mechanical components; heavy cleaning of vehicle interior including upholstery and carpets; rebuilding of toilet rooms; new side door and end door operating systems; as well as other additions and improvements to the cars. The Department oversees and inspects the contractor's overhaul work. Currently, over 25 cars have been overhauled.

In early 2004, the Department completed the mid-life overhaul of the nine original F59PHI locomotives. This project improved both the reliability and appearance of the locomotives, with graphics that match the new F59PHIs. Additionally, the locomotives were upgraded to the same standard as the new locomotives. Also, the remote locomotive health monitoring system currently in place on the six new F59PHI locomotives was installed on the nine locomotives in 2003-04.

The Department is replacing the outdated destination sign system on the California Car fleet with a new destination sign and automated passenger information system that incorporates up-to-date passenger information system technology, and that meets all current standards for audible and visual messaging, real-time service messages, automated train location and text uploading, diagnostics, and animated graphics. This system will be applied to all 78 railcars in the Northern California fleet. The Department will award the sign replacement contract in 2005-06 with completion scheduled for 2007-08.

APPENDIX
SAN JOAQUIN RAIL STATIONS AND CONNECTING SERVICES

This Appendix contains information on:

- *San Joaquin* rail stations and transportation connections to the stations.
- Commuter and urban rail transportation services that connect to the *San Joaquins*.
- Amtrak services that connect to the *San Joaquins*.

SAN JOAQUIN RAIL STATIONS

Rail stations on the *San Joaquin* Route are listed geographically from north to south. The station descriptions include a listing of the areas served by Amtrak Thruway bus connections to the rail stations, Amtrak routes and local transit serving the rail stations. This data is for the *San Joaquin* Route only, and does not include Metrolink, Coaster and Amtrak long distance train passengers.

San Francisco – Although San Francisco is not served directly by rail, Amtrak considers San Francisco to be the western terminal for the *San Joaquins*. All Oakland-bound *San Joaquins* have connecting bus service from Emeryville. The two Sacramento-bound trains have connecting bus service from Stockton. In San Francisco, Thruway buses serve the Caltrain Depot, Moscone Centre, SF Shopping Centre (Market and Fourth Streets), Pier 39, and the Financial District, as well as the Amtrak depot adjacent to the Ferry Building.

The Caltrain Depot and the Moscone Centre are served by a number of San Francisco Muni bus lines. The SF Shopping Centre and the Financial District stops are adjacent to Muni Metro subway stations and stops on Muni's F-Market/Wharf historic trolley line. Muni's Powell Street cable car terminal is across the street from the SF Shopping Centre stop. The F line also serves the Ferry Building and Pier 39 stops.

In 2001, Amtrak moved the San Francisco ticket office and bus staging area to a new location at the Agricultural Building, located one block south of the Ferry Building, due to the rebuilding of the Ferry Building.

Oakland - The Oakland station is located in the Jack London Square area. A new staffed station was opened in 1995, and was constructed by the Port of Oakland. Oakland averaged 130 *San Joaquin* passengers per day in FFY 2004-05.

Thruway buses at Stockton connect the two Bakersfield-Sacramento trains to Oakland. Amtrak's long-distance Coast Starlight and *Capitol Corridor* serve the Oakland station. The Oakland station is served by local Alameda-Contra Costa Transit District (AC Transit) bus routes. The Oakland-Alameda Ferry Terminal and the Lake Merritt BART station are both within several blocks of the Oakland station.

Emeryville – Amtrak and the City of Emeryville completed the new station at Emeryville in 1993. The station is fully staffed. Improvements planned for the station include a bus terminal and parking garage. (See **Chapter IV - Capital Plan**, for station improvement details.) In 1998, the City of Emeryville started redevelopment of a three-building, 550,000 square foot mixed-use complex to the north, east and south sides of the Amtrak station. Two phases of the project have been completed. Emeryville averaged 235 *San Joaquin* passengers per day in FFY 2004-05.

Amtrak Thruway buses connect the four Bakersfield-Oakland *San Joaquin* trains to San Francisco from Emeryville because of the station's proximity to the Bay Bridge. Amtrak's long-distance Coast Starlight and *California Zephyr* as well as the *Capitol Corridor* serve the station. The station is also served by AC Transit buses and Emery-Go-Round free shuttle buses that connect to the Mac Arthur BART station and various businesses, work sites, retail and entertainment centers.

Richmond – Richmond is an active multi-modal transit center, although the Amtrak portion of the station is unstaffed. A new improved multi-modal station and parking garage is planned for Richmond. (See **Chapter IV - Capital Plan**, for station improvement details.) Also the City of Richmond is constructing a hallmark transit village. Richmond averaged 79 *San Joaquin* passengers per day in FFY 2004-05.

The major BART connection to the *San Joaquins* is at the Richmond station. The station is also served by the *Capitol Corridor*, by several AC Transit bus routes, and by Golden Gate Transit Route 40 connecting to Marin County.

Martinez – Martinez is one of the busier stations, with all northern California Amtrak trains stopping there. A new staffed station, built by the City of Martinez, opened in 2001. (See **Chapter IV - Capital Plan**, for station improvement details.) Martinez averaged 215 *San Joaquin* passengers per day in FFY 2004-05.

Thruway buses from Santa Rosa, Napa, and Vallejo/Marine World connect with all *San Joaquin* trains stopping in Martinez, and two of these bus round-trips extend north to the Eureka/McKinleyville area. These buses also connect to the *Capitol Corridor*. The station is a transfer point for *San Joaquin* passengers connecting with Amtrak's long haul Coast Starlight (Los Angeles to Seattle) and *California Zephyr* (Emeryville to Chicago). Martinez is also served by County

Connection transit buses to points in central Contra Costa County, and by Benicia Transit.

Antioch – The unstaffed Antioch stop, located at the site of the former Santa Fe station, was established in 1984. The station is served by Tri-Delta Transit. Antioch averaged 58 passengers per day in FFY 2004-05.

Sacramento – The *San Joaquin* Route uses the large former SP station for its two daily round-trip trains to Bakersfield and four daily round-trip bus connections to Stockton to connect with the Bakersfield bound *San Joaquins*. The station is also used by the *California Zephyr*, *Coast Starlight*, and *Capitol Corridor*, as well as *San Joaquin* Thruway buses to Chico, Redding and Medford, Oregon, and *Capitol Corridor* Thruway buses to Reno, Lake Tahoe and Carson City. The staffed station is also served by Sacramento Regional Transit buses. Sacramento averaged 232 *San Joaquin* passengers per day in FFY 2004-05. (See Chapter IV-Capital Plan for a discussion of the Sacramento Railyards Development Plan.)

Lodi – A new unstaffed station was constructed in 1999 and the two Bakersfield-Sacramento trains stop at the station. Thruway buses that connect the Bakersfield-Oakland trains to Sacramento stop at Lodi. The Lodi station is served by transit buses from San Joaquin Regional Transit, City of Lodi Grapeline, Calaveras County Transit, South County Transit/Link, Rio Vista Transit and Greyhound. Lodi averaged 15 passengers per day in FFY 2004-05.

Stockton – Bay Area trains stop at the fully staffed, former Santa Fe station. The *San Joaquins* operating to and from Sacramento stop at the unstaffed former SP station also served by ACE. A new station is planned that will serve both Sacramento and Bay Area trains. (See **Chapter IV - Capital Plan** for a description of the station capital project.) Stockton averaged 515 passengers per day in FFY 2004-05.

Stockton is the transfer point for all Amtrak Thruway bus connections to San Jose and Palo Alto, and to Sacramento, Davis, and Redding for *San Joaquins* that terminate or originate in Oakland. Stockton is also the transfer point for Thruway bus connections to the Bay Area for trains that terminate or originate in Sacramento. Both train stations are served by Stockton San Joaquin Regional Transit District (SMART) transit buses.

Modesto – Service began with the opening of the new station in 1999. The staffed station is served by Modesto Area Express (MAX) transit buses. Modesto averaged 194 passengers per day in FFY 2004-05.

Turlock/Denair – This unstaffed station serves Turlock and the California State University, Stanislaus campus. The station is served by Turlock Dial-a-Ride service. Turlock/Denair averaged 41 passengers per day in FFY 2004-05.

Merced – The "Gateway to Yosemite" is a fully staffed station. Amtrak Thruway buses connect to Yosemite National Park and the Salinas-Monterey area. The station is also served by Merced County Transit buses. Merced averaged 204 passengers per day in FFY 2004-05.

Madera –Like Turlock/Denair, this unstaffed station is located on the eastern outskirts of the city. Facilities include a lighted platform, standard transit-type passenger shelter, and a parking lot. There are no transit connections at the Madera station. A new station at a more accessible location is under development. (See **Chapter IV - Capital Plan**, for station improvement details.) Madera averaged 33 passengers per day in FFY 2004-05.

Fresno – This largest city in the San Joaquin Valley is one of the most important markets served by the *San Joaquins*. A new staffed station in the historic Santa Fe depot, that includes a mixed-use component, opened late in 2005. (See **Chapter IV - Capital Plan**, for station improvement details). The station is also served by Fresno Area Express (FAX), and Coalinga Transit buses. Fresno averaged 687 passengers per day in FFY 2004-05.

Hanford – Hanford has always been one of the most important stops on the route, consistently ranking among the top four or five stations in ridership. The staffed station serves as a connection for Amtrak Thruway buses to the Central Coast and Visalia. It is also a hub for Kings Area Rural Transit (KART) buses. Hanford averaged 388 passengers per day in FFY 2004-05.

Corcoran – This unstaffed station was opened in 1989 after the new State prison was constructed at Corcoran. The station is served by KART buses. Corcoran averaged 64 passengers per day in FFY 2004-05.

Wasco - This unstaffed station is located at the site of the former Santa Fe station, at one end of the main downtown business street. A new station building, also housing the Chamber of Commerce, is currently under construction, with completion scheduled for summer 2006. The station is also served by Kern Regional Transit. Wasco averaged 38 passengers per day in FFY 2004-05.

Bakersfield – A new staffed station opened in 2000. The southern rail terminal is the busiest station facility on the route, although the Bakersfield market itself only accounts for about one-fourth of the passengers using the facility. The remaining passengers are transferring between Amtrak Thruway buses and train. Bakersfield averaged 1,014 passengers per day in FFY 2004-05.

Thruway buses connect to the east to Oxnard and Santa Barbara and Van Nuys and Simi Valley. The main bus connections are to the south to Los Angeles. Depending on schedule, passengers can then either continue on a bus south to San Diego or transfer to the *Pacific Surfliner*s. To the east, buses travel to Barstow and Las Vegas and to Victorville; another route travels to

San Bernardino, Hemet and Indio. Local transit services are provided to this station by Golden Empire Transit and Kern Regional Transit buses.

Los Angeles – Although Los Angeles is not served directly by the *San Joaquin* trains, it is served by an extensive network of buses from Bakersfield, and as such functions as the southern terminus of the route. The historic Los Angeles Union Station (LAUS) is located at 800 North Alameda Street in downtown Los Angeles and is privately owned. It is fully staffed and serves as Amtrak's western United States transcontinental hub. The *Pacific Surfliner*, Metrolink, the Red and Gold Lines (Metro Rail), various shuttle buses and local transit serve the station. Food service and checked baggage services are available.

COMMUTER AND URBAN RAIL TRANSPORTATION SERVICES THAT CONNECT TO THE *SAN JOAQUINS*

Bus Connections

The Department in 2003-04 completed agreements with Alameda-Contra Costa Transit District, the Central Contra Costa Transit Authority, and Sacramento Regional Transit District to create free transfers from *San Joaquin* trains to local transit services. The transfer agreements compensate the operators for the cost of free transfers. A similar agreement with Fresno Area Express became effective January 1, 2005, and another with Merced Transit started in June 2005. The Department will work in 2005-06 and 2006-07 to develop additional agreements with transit operators in Valley cities, such as Stockton, Merced and Bakersfield. These agreements further the goal of making intercity rail a seamless and coordinated transportation system for the passenger.

Commuter and Urban Rail Connections

Caltrain – Amtrak Thruway buses stop at the Caltrain stations in San Francisco, Palo Alto, Mountain View, Sunnyvale, Santa Clara, San Jose, and Gilroy.

Bay Area Rapid Transit District (BART) - In Richmond, the Amtrak and BART stations are adjacent and designed for interconnectivity. Amtrak buses also stop at BART's Dublin/Pleasanton station. At the Emeryville station the Emery-Go-Round free shuttle buses connect to the Mac Arthur BART station. BART now provides direct service to the SFO Airport.

ACE – Bakersfield-Sacramento trains stop at the ACE station in Stockton, and Thruway buses connect the Stockton ACE station to the Stockton Amtrak station serving the Bakersfield-Oakland *San Joaquins*. *San Joaquin* Thruway buses stop at the ACE station in Livermore, Great America and San Jose. An agreement between ACE and Amtrak permits ACE passengers to ride three Amtrak bus schedules on Route 6 between Stockton and San Jose. The Department, Amtrak and ACE are currently negotiating an agreement that will permit a new ACE

mid-day round trip to replace a Thruway bus connection between Stockton, San Jose and intermediate points.

San Francisco Muni – *San Joaquin* bus stops at Market and Fourth Streets and in the Financial District are adjacent to Muni Metro stations and stops on Muni's F-Market/Wharf historic trolley line. The F line also serves the Ferry Building and Pier 39 *San Joaquin* stops. Muni's Powell Street cable car terminal is across the street from the Market and Fourth Streets bus stop.

Santa Clara County (VTA) Light Rail – The VTA Light Rail line was recently extended into the Amtrak/Caltrain/ACE station in San Jose. Limited connections are also available at the Great America and Mountain View *San Joaquin* bus stops.

Sacramento Regional Transit – Sacramento Light Rail extension into the Sacramento Amtrak station is planned for late 2006.

OTHER AMTRAK SERVICES THAT CONNECT TO THE *SAN JOAQUINS*

The *San Joaquin* Route is an element of Amtrak's national intercity rail passenger network. Many passengers use the *San Joaquins* as part of a longer rail trip. Coordination of schedules with other services generates additional ridership and can improve overall efficiency. The following routes/trains provide significant connecting ridership to the *San Joaquins*:

***Pacific Surfliner* Route** – This Route provides service between San Luis Obispo-Los Angeles-San Diego. This route is the most important connection to the *San Joaquins*. Approximately 10 percent of all *San Joaquin* passengers connect to or from points on the *Pacific Surfliner* Route. Accordingly, close schedule connections at Los Angeles between the *San Joaquin* feeder buses and *Pacific Surfliner* trains will continue to be provided whenever possible.

Capitol Corridor – This Route provides service between San Jose-Oakland-Sacramento-Auburn. Coordination of the *San Joaquins* with the *Capitol Corridor* is important because of a number of jointly used feeder bus routes, including Martinez-Santa Rosa-Eureka-McKinleyville, Sacramento-Redding, Sacramento-Truckee/Reno, and Sacramento-Lake Tahoe/Carson City. Where possible, *San Joaquin* schedules will continue to be coordinated with the *Capitol Corridor* to ensure the most efficient use of these feeder bus routes. In addition, there are also limited connections between *San Joaquin* buses and *Capitol Corridor* trains at Sacramento. The single *Capitol Corridor* round trip serving Auburn acts as a *San Joaquin* connection to or from Auburn, Rocklin and Roseville. Other *Capitol Corridor* trains provide *San Joaquin* connections between Sacramento and Suisun/Fairfield.

Coast Starlight – This train provides service between Los Angeles-Oakland-Sacramento-Portland-Seattle. This train provides important connections between the San Joaquin Valley and the Pacific Northwest, including Portland and Seattle. Historically, the official connection point has alternated between Martinez (which involves a direct train-to-train transfer) and Sacramento (which involved taking the bus between Stockton and Sacramento), depending on schedules. Now, there is a direct train-to-train transfer in Sacramento with one of the Sacramento-Bakersfield *San Joaquin* round-trips.

California Zephyr – This train provides service between Emeryville-Reno-Denver-Chicago. This popular train provides connections between the San Joaquin Valley and Reno, as well as points east, including Salt Lake City, Denver, and Chicago. Connections can be made either through Martinez or Sacramento, depending on schedules.

Southwest Chief – This train connects with the *San Joaquin* feeder buses at Los Angeles. It provides important connecting service to the Southwest, Midwest and Chicago. In addition, a number of passengers currently use the *San Joaquin* Route to make a connection between the southbound Coast Starlight and the eastbound *Southwest Chief*, since these trains do not make a connection in Los Angeles.

Southwest Chief **and** ***Sunset Limited*** – These transcontinental trains are also part of Amtrak's original basic system, and they connect with the *San Joaquin* at Los Angeles. They link California with the Southwest, Midwest and Southeast regions of the country. The *Southwest Chief* via Albuquerque and Kansas City is the most direct route to Chicago. The *Sunset Limited* runs to San Antonio, Houston, and New Orleans. Prior to Hurricane Katrina in August 2005, The *Sunset Limited* operated beyond New Orleans to Orlando, FL. Extensive damage to the tracks east of New Orleans forced curtailment of this service until repairs can be completed. At San Antonio, the *Sunset Limited* exchanges through cars with the *Texas Eagle*, which runs north to Dallas, St. Louis and Chicago.